December 9, 2011

The Honorable Shan Tsutsui, President
     and Members of the Senate
Twenty-Sixth State Legislature
State Capitol, Room 409
Honolulu, Hawaii 96813

The Honorable Calvin Say, Speaker
     and Members of the House
Twenty-Sixth State Legislature
State Capitol, Room 431
Honolulu, Hawaii 96813

Dear President Tsutsui, Speaker Say, and Members of the Legislature:

For your information and consideration, I am transmitting herewith two (2) copies of the Department of Accounting and General Services' Annual Report on Goals and Objectives for fiscal year ending June 30, 2011. Pursuant to section 93-16, Hawaii Revised Statutes, I am also informing you that the report may be viewed electronically at http://www.hawaii.gov/dags/rpts.

Sincerely,

NEIL ABERCROMBIE
Governor, State of Hawaii

Enclosures

bc: Lieutenant Governor's Office
        Legislative Reference Bureau
        Legislative Auditor
        Department of Budget and Finance
        Hawaii State Library
        University of Hawaii Hamilton Library

STATE OF HAWAII

DEPARTMENT OF ACCOUNTING AND GENERAL SERVICES

ANNUAL REPORT ON GOALS AND OBJECTIVES

FOR THE PERIOD JULY 1, 2010 THROUGH JUNE 30, 2011

SUBMITTED TO

THE TWENTY-SIXTH STATE LEGISLATURE

IN RESPONSE TO ACT 100, SLH 1999, PART II

STATE OF HAWAII
DEPARTMENT OF ACCOUNTING AND GENERAL SERVICES

ANNUAL REPORT ON GOALS AND OBJECTIVES

January 2012

Submitted to the Twenty-Sixth State Legislature
(As required by Act 100, SLH 1999, Part II)

The goal of the Department of Accounting and General Services (DAGS) is to strive for quality and consistency in the delivery of essential support services to other state departments and agencies. The department's activities reflect a continuing commitment towards cost efficiency, productivity, relevancy and timeliness of services.

Individual program goals, objectives, policies and action plans follow in this annual report for the twenty-five programs comprising DAGS. Every program has also identified performance measurements in the following key areas: customer satisfaction, program standard and cost effectiveness. In addition, all programs have included their past year accomplishments. The 25 DAGS programs are as follows:

<u>Government-Wide Support</u>

AGS 101	Accounting System Development and Maintenance
AGS 102	Expenditure Examination
AGS 103	Recording and Reporting
AGS 104	Internal Post Audit
AGS 111	Archives-Records Management
AGS 131	Information Processing and Communication Services
AGS 203	State Risk Management and Insurance Administration
AGS 211	Land Survey
AGS 221	Public Works-Planning, Design and Construction
AGS 223	Office Leasing
AGS 231	Central Services-Custodial
AGS 232	Central Services-Grounds Maintenance
AGS 233	Central Services-Building Repairs and Alterations
AGS 240	State Procurement
AGS 244	Surplus Property Management
AGS 251	Automotive Management-Motor Pool
AGS 252	Automotive Management-Parking Control
AGS 871	Campaign Spending Commission
AGS 879	Office of Elections
AGS 891	Wireless Enhanced 911 Board
AGS 901	General Administrative Services

Formal Education

AGS 807	School Repair and Maintenance-Neighbor Island Districts

Culture and Recreation

AGS 818	King Kamehameha Celebration Commission
AGS 881	State Foundation on Culture and the Arts
AGS 889	Spectator Events and Shows-Aloha Stadium

In support of a continuing improvement effort, the Comptroller as head of the department welcomes any questions or comments regarding any of the DAGS program's goals and objectives.

GOVERNMENT-WIDE SUPPORT

AGS 101   Accounting System Development and Maintenance
AGS 102   Expenditure Examination
AGS 103   Recording and Reporting
AGS 104   Internal Post Audit
AGS 111   Archives-Records Management
AGS 131   Information Processing and Communication Services
AGS 203   State Risk Management and Insurance Administration
AGS 211   Land Survey
AGS 221   Public Works-Planning, Design, and Construction
AGS 223   Office Leasing
AGS 231   Central Services-Custodial
AGS 232   Central Services-Grounds Maintenance
AGS 233   Central Services-Building Repairs and Alterations
AGS 240   State Procurement
AGS 244   Surplus Property Management
AGS 251   Automotive Management-Motor Pool
AGS 252   Automotive Management-Parking Control
AGS 871   Campaign Spending Commission
AGS 879   Office of Elections
AGS 891   Wireless Enhanced 911 Board
AGS 901   General Administrative Services

DEPARTMENT OF ACCOUNTING AND GENERAL SERVICES
ANNUAL REPORT ON GOALS, OBJECTIVES AND POLICIES

January 2012

Program ID/Title: AGS-101/Accounting System Development and Maintenance

Contact Person/Phone: Kurt I. Muraoka/586-0610

I. Goal

The goal of the program is to satisfy the following requirements:

A.   Making changes and modifications in the accounting system (including the design and implementation of an adequate system of internal controls to encompass the changes or modifications in the accounting system) that appears to be in the best interest of the State and counties, as promulgated by Section 40-2 of the Hawaii Revised Statutes (HRS).

B.   Determining the forms required to adequately supply accounting data for the State government, maintaining the applicability, relevancy and uniformity (i.e., classification, numbering and standardization of such forms in terms of design, dimension, color and grade of paper) of accounting forms in Statewide use, and recording such forms in a catalogue of Statewide accounting forms, as promulgated by Section 40-6 of the HRS.

C.   Providing the only cost efficient and feasible means of developing and implementing changes or modifications in the Statewide Accounting System (which includes the Financial Accounting and Management Information System or FAMIS, Payroll System, Central Warrant Writing System, Warrant Reconciliation System, and Financial Datamart) to enhance or improve the functionality and/or internal controls of the system.

II. Objectives and Policies

A.   Systems Development and Implementation - Develop and implement new Statewide accounting applications and/or major enhancements to existing Statewide accounting applications to correct accounting deficiencies (i.e., non-compliance with Generally Accepted Accounting Principles or GAAP), improve operational efficiency by providing accounting applications with greater functionality or improved capabilities, and comply with changes in applicable State and Federal laws, and management policies.

B. Systems Maintenance - Maintain existing Statewide accounting applications to improve operational efficiency and/or usability through continued monitoring of the system's performance in providing useful and timely information, and collaboration with users on a Statewide basis to identify, develop and implement system modifications due to changes in applicable State or Federal laws, or management policies that will benefit all system users.

C. Statewide Accounting Controls - Establish and maintain proper internal control over Statewide accounting functions through the use of Statewide Accounting Manuals to safeguard assets against loss or waste, and provide reasonable assurance that the financial information generated from the Statewide Accounting System can be relied upon to fairly present the financial position of the State for a given accounting period by prescribing the accounting policies of the State and standardizing the accounting methods and practices of the State.

This function also controls the content, format, flow and timing of accounting information required by applications comprising the Statewide Accounting System through the use of Statewide Accounting Forms (SAFORMs). Use of standardized accounting forms promotes operational efficiency through maintenance of applicable, uniform and consistent information.

III. Action Plan with Timetable

A. Objective/Policy #1 - Systems Development and Implementation

1. Required Actions – The following major actions/tasks are usually required to develop and implement new Statewide accounting applications and/or major enhancements to existing Statewide accounting applications to correct accounting deficiencies. Custom software is developed only when the purchased software cannot properly satisfy the requirements of the new system, and interfaces are developed only when the new system is required to share data with other systems.

    a. Project Management of State Resources

    b. System Scope and Requirements Definition

    c. Purchased Software Installation, Configuration, and Testing

    d. Gap Analysis and System Functional Design Development

    e. System Process and Document Re-engineering

   f. Custom Software Requirements Definition, Programming, and Testing

   g. System Interface Requirements Definition, Programming, and Testing

   h. User Manual and Training Documentation Development

   i. User Training

   j. Pilot Implementation

   k. Statewide Deployment

  2. Implementation Timetable

   a. Past Year Accomplishment

    Enhancements were made to improve the efficiency of the State's Datamart system, and provide improved functionality for the departments.

   b. One Year

    Continue enhancing the State's Datamart system to provide more data, functionality and/or reports for the departments.

   c. Two Year

    Continue enhancing the State's Datamart system to provide more data, functionality and/or reports for the departments.

   d. Five Year

    Continue enhancing the State's Datamart system to provide more data, functionality and/or reports for the departments.

B. Objective/Policy #2 - Systems Maintenance

  1. Required Actions – The following systems maintenance functions are required to maintain all Statewide accounting applications:

   a. User Support

   b. System Modification and Enhancement

    c.   System Analysis and Re-engineering

2.   Implementation Timetable

    a.   Past year Accomplishment

        1)   Reviewed and prepared system and functional requirement changes to the state's reconciliation system and processes to implement the banking industries check truncation (elimination of returning paper checks), and the new up-front positive pay process. Implemented the identified requirements and changes to the system, policies and procedures, forms, reports, etc.

        2)   Conducted a systems analysis to implement Automated Clearing House (ACH) for the Payroll System. Reviewed and identified system and functional requirements and changes to the policies and procedures, forms, reports, etc. Implemented the identified requirements and changes.

        3)   User Support is performed on an on-going basis. System Modification and Enhancement, and System Analysis and Re-engineering are performed as required.

    b.   One Year

        1)   Review and prepare system and functional requirement changes to the legislature's reconciliation system and processes to implement the banking industries check truncation (elimination of returning paper checks). Implement the identified requirements and changes to the system, policies and procedures, forms, reports, etc.

        2)   Develop and implement a new check image storage and retrieval system needed for the reconciliation process of the 2 million plus checks issued by the Comptroller.

        3)   Conduct a systems analysis on what would be required to implement the new IRS 3% income tax withholding requirement on payments for goods and services by government entities, (Section 3402(t) of the Internal Revenue Code). Review and identify system and functional requirements and changes to the policies and procedures, forms, reports, etc. Implement the system modifications and functional changes.

4)   Conduct a systems analysis to create an online entry process for the payroll change schedule transactions. Departments would be able to enter their payroll information and Central Payroll would review and approve the transactions before releasing into the payroll system. Review and identify system and functional requirements and changes to the policies and procedures, forms, reports, etc. Implement the new system, modifications to the existing payroll system and functional changes.

5)   Assist with the development and implementation of the electronic Treasury Deposit Receipt form.

c.   Two Year

1)   Develop and test the new Purchase Order front-end process to FAMIS using Lotus Notes to create and route the electronic forms for review and approval. The data from the electronic forms will be interfaced to FAMIS, eliminating data entry.

2)   Continue the development and perform pilot implementation of the Journal Voucher front-end process to FAMIS using Lotus Notes to create and route the electronic forms for review and approval. The data from the electronic forms will be interfaced to FAMIS, eliminating data entry.

C.   Objective/Policy #3 – Statewide Accounting Controls

1.   Required Actions

a.   Statewide Accounting Controls are required to ensure that the accounting policies and procedures of the State:

1)   Comply with the Generally Accepted Accounting Principles (GAAP) and pronouncements from GASB

2)   Include adequate accounting controls for all Statewide accounting applications

3)   Reflect management's expressed authorization with regard to the treatment of a given accounting event and processing of accounting transactions related to that event

      b.   The three areas of Statewide Accounting Controls are:

            1)   Statewide Accounting Manual Revisions

            2)   Other User Manual Revisions

            3)   Forms Control

2.   Implementation Timetable

      a.   Past year Accomplishment

           More State Accounting Forms were created in PDF fillable format and placed on the DAGS web site, which can now be used in place of preprinted forms.

      b.   One Year

            1)   Conduct a systems analysis to implement changes to the check layouts for all state checks to comply with Check 21 requirements. Implement and test the system changes to the check layouts.

            2)   Continue creating more single part and multipart State Accounting Forms in PDF fillable format and place them on the DAGS web site for departments to download and use. Revise existing PDF State Accounting Forms into a saveable format.

      c.   Two Year

           Continue creating more single part and multipart State Accounting Forms in PDF fillable format and place them on the DAGS web site for departments to download and use. Continue revising existing PDF State Accounting Forms into a saveable format.

IV. Performance Measures

    A.   Customer Satisfaction measure – Key departments are involved with the development of new systems and/or major enhancements to existing systems to provide input into the design and functionality of the systems. Departments are also contacted periodically to inquire on needs and changes that would impact them.

    B.   Program Standard measure – Percentage of projects completed for development of new Statewide accounting systems and enhancement/maintenance to existing

Statewide accounting systems. Percentage of projects completed for maintenance of accounting manuals and forms.

C. Cost Effectiveness measure – Greater utilization of the Statewide accounting systems. Expenditures not exceeding budget amounts.

DEPARTMENT OF ACCOUNTING AND GENERAL SERVICES
ANNUAL REPORT ON GOALS, OBJECTIVES AND POLICIES

January 2012

Program ID/Title: AGS-102/Expenditure Examination

Contact Person/Phone: Sheila K. Walters/586-0650

I.   Goal

      The primary goal of the program is to ensure that the State's payments conform to
      established standards of propriety and legality and are made promptly.

II.   Objectives and Policies

      A.   To ensure that payments conform to existing laws, administrative rules, executive
           orders, and are proper.

      B.   To ensure that payments are made promptly, the program will explore various
           options that may expedite the payments to contractors, vendors, employees, and
           third party payees.

III. Action Plan with Timetable

      A.   Objective/Policy #1 – Confirmation that pre-auditing activities conform to existing
           laws, administrative rules, executive orders, and are proper.

           1.   Required Action – The program will review Hawaii Administrative Rules
                relating to procurement.

                a.   Meet with State Procurement Office staff to confirm program's
                     application of the Hawaii Administrative Rules as they pertain to source
                     selection, use of HEPS, etc.

                b.   Determine if Comptroller's Memorandums need to be issued to inform
                     departments and agencies of any changes in our requirements.

           2.   Required Action – The program will review State and Federal laws for any
                changes to reporting requirements.

       a.   Determine if Comptroller's Memorandums need to be issued to inform departments and agencies of any changes to implement any new requirements.

       b.   Determine if changes in reporting requirements involve form revisions to allow for new reporting requirements which would be met by AGS 101 – Accounting System Development and Maintenance Program.

3.   Implementation Timetable

       a.   Past Year Accomplishment – Attended several meetings with State Procurement Office staff to establish uniform interpretation of Chapter 103D contract requirements.

       b.   One Year – Continue review of Hawaii Administrative Rules, State and Federal laws, and Attorney General's contract forms to determine if any changes to contract encumbrance, payment and reporting procedures are required.

       c.   Two Year – Implement any changes that may be required and provide training, if required.

       d.   Five Year – Perform global review of existing contract and vendor payment processing procedures to confirm existing laws, rules, and orders are being complied with and reporting procedures are met.

B.   Objective/Policy #2 – Prompt payment of the State's contractors, vendors, third party payees, and State employees.

    1.   Required Actions – The program will continue to maintain five working day turnaround for the State's contractors and vendors.

       a.   Determine whether current pre-audit procedures need to be revised for any changes impacting the program's "Objective/Policy #1".

       b.   Implement any changes in pre-audit procedures that do not negatively impact pre-audit responsibility.

    2.   Implementation Timetable

       a.   Past Year Accomplishment – Began review to determine how prompt payment was negatively impacted by staffing reductions due to

retirements and non-filling of vacant positions in departmental fiscal operations.

b. One Year – Begin review and subsequent implementation of ACH payments of net pay to financial institutions receiving electronic data. Continue planning for implementation of ACH or other electronic payment process for Unemployment Benefits.

Meet with ICSD staff to plan conversion to paperless payroll change schedules and with departments on departmental requirements for paperless payroll change schedules.

c. Two Year – Implement paperless payroll change schedules.

d. Five Year – Meet with Systems Accounting Branch and other agencies to determine whether other forms of payment including extension of the ACH method would be appropriate to the FAMIS contract and vendor payments.

IV. Performance Measures

A. Customer Satisfaction measure – Departmental personnel responsible for contracting and vouchering will be provided clear and consistent guidelines and hopefully reduce frustration from rejected contracts and payments.

B. Program Standard measure – Number of "Audit Correction Slips" issued after issuance of new policies and procedures.

C. Cost Effectiveness measure – Timely contract encumbrances and reduction in late interest payments.

DEPARTMENT OF ACCOUNTING AND GENERAL SERVICES
ANNUAL REPORT ON GOALS, OBJECTIVES AND POLICIES

January 2012

Program ID/Title: AGS-103 / Recording and Reporting

Contact Person/Phone: Wayne Horie / 586-0600

I.   Goal

        The program goal is the prompt and proper recording of the State's financial
        transactions. The goal includes the timely processing of documents and issuing
        of reports, including the publication of the State's Comprehensive Annual
        Financial Report.

II.   Objectives and Policies

        A.   #1 - The issuance of the State's Comprehensive Annual Financial Report
                (CAFR) in conformance with generally accepted accounting principles
                (GAAP). This also includes the submission of the State's CAFR to the
                Government Finance Officers Association of the United States and
                Canada (GFOA) Certificate of Achievement in Excellence in Financial
                Reporting program.

        B.   #2 - Enhancements to the processing and accessing of financial
                information in the Financial Accounting and Management Information
                System (FAMIS), the State's official accounting system.

III.   Action Plan with Timetable

        A.   Objective/Policy #1 - The issuance of the CAFR in conformance with
                GAAP.

                1.   Required Action - Implementation of Governmental Accounting
                        Standards Board Statements (GASB Statements) that require
                        accrual basis government-wide financial statements including
                        infrastructure capital assets, and depreciation of all capital assets
                        except for land and land improvements.

2.   Past Year Accomplishments

    a.   Prepared FY 2010 CAFR including the government-wide accrual basis financial statements and the discussion and analysis of the financial statements. Due to staff vacancies and two furlough days per month the 2010 CAFR took longer to prepare and was issued in mid-October.

    b.   Continue to allocate annual cost of post employment health care benefits and market value adjustments for auction rate securities to department and agencies that prepare stand-alone financial statements.

3.   One Year

    a.   Prepare FY 2011 CAFR under GASB Statements.

    b.   Continue accounting policy and procedure changes needed to implement GASB Statements.

4.   Two Years

    a.   Evaluate any new GASB statements and their impact on the accounting policies and procedures.

    b.   Continue evaluation of the accounting system and preparation of financial statements under the existing GASB statements and any new GASB statements.

5.   Five Years

    a.   Evaluate future GASB statements and the impact on the accounting policies and procedures.

    b.   Continue evaluation of the current accounting system and preparation of financial statements and make changes as needed by GASB statements.

B.   Objective/Policy #2 - Enhancements to the processing and accessing of financial information in FAMIS.

1.   Required Action - Enhancements to the processing and accessing of financial information in FAMIS require the following:

a. Review the current process and utilize the State's intranet to improve processing and dissemination of financial information.

b. Identify any current problems/issues and additional requirements through discussions with departments.

c. Determine the resources required for the enhancements and compare the resources needed with the resources available.

d. If feasible, define, develop and implement the information processing/accessing enhancements.

2. Past Year Accomplishments

a. No new enhancements were implemented in FY 11.

3. One Year

a. Commence test and modification of FAMIS to comply with the federal requirement of withholding and reporting 3% of payments to vendors. Beginning, January 1, 2013, all federal, state and local governments will be required to withhold 3% of payments made to most vendors.

b. Assist in the implementation of the electronic form Treasury Deposit Receipt workflow process.

4. Two Years

a. Provide assistance and support in providing requirements for a new financial accounting system.

b. Continue the identification and implementation of alternatives to improve information processing efficiency and to increase accessibility of financial information

6. Five Years

a. Implement a new financial accounting system.

IV.   Performance Measures

    A.   Customer Satisfaction measure – GFOA's awarding of its Certificate of Achievement in Excellence in Financial Reporting to the State's CAFR and the number of users utilizing the FAMIS enhancements to process and access information.

    B.   Program Standard measure - The publication within six months after the fiscal year is closed for the CAFR and the prompt processing of the accounting data and reports.

    C.   Cost Effectiveness Measure - Cost effectiveness is measured by the amount of overtime incurred to complete the CAFR and to process accounting data and reports.

DEPARTMENT OF ACCOUNTING AND GENERAL SERVICES
ANNUAL REPORT ON GOALS, OBJECTIVES AND POLICIES

January 2012

Program ID/Title: AGS-104/Internal Post-Audit

Contact Person/Phone: Wayne L. Chu/586-0360

I.   Goal

      To achieve complete compliance with the State Comptroller's established
      accounting procedures and internal controls by the State's Executive
      departments and agencies through financial and compliance audits.

II.   Objectives and Policies

      A.   #1 – To ensure that the State's Executive departments and agencies
            maintain the accounting and internal control systems and that the systems
            function effectively as designed.

      B.   #2 – Confirm or establish a schedule of annual and non-annual audits
            that will provide an adequate audit cycle to ensure that every department
            in the executive branch will be audited at least once every six years.

III. Action Plan and Timetable

      A.   Objective/Policy #1 – To ensure that the State's Executive departments
            and agencies maintain the accounting and internal control systems and
            that the systems function effectively as designed.

            1.   Past Year Accomplishment

                  a.   The target group was defined.

                  b.   35 of 36 scheduled 2010 audits of departments and
                        agencies covering 17 departments were completed.

                  c.   35 departments and agencies' audit reports did not identify
                        problems with the systems of accounting and internal
                        controls not functioning effectively as designed.

        d.   Follow-up will be made with the remaining department to complete the scheduled audit.

2.   One Year

        a.   Define the target group.

        b.   Monitor that the target group complete its scheduled audits on time.

        c.   Review the completed audit reports as to non compliance with established accounting procedures and internal controls and that written policies and procedures are functioning as designed.

        d.   Conduct follow-up inquiries as to scheduled audits not completed.

3.   Two Years – Continue the implementation timetable of the first year.

4.   Five Years – Continue the implementation timetable of the prior years.

B.   Objective/Policy #2 – Confirm or establish a schedule of annual and non-annual audits that will provide an adequate audit cycle to ensure that every department in the executive branch will be audited at least once every six years.

1.   Past Year Accomplishment

        a.   The target group to be audited was defined.

        b.   A schedule of 21 annual and 15 non-annual audits was established.

        c.   20 of 21 annual audits of departments and agencies were planned and completed during the fiscal year. 13

statutory required audits and two requests for audit were planned and completed during the fiscal year.

   d.   Conduct follow-up inquiries as to scheduled audit not completed on time.

   e.   Audit findings were monitored and compiled into an annual report with resolution of findings statistics.

2.   One Year

   a.   Define the target group to be audited.

   b.   Establish a schedule of annual and non-annual audits.

   c.   Review audit reports of planned annual audits and conduct non-annual audits.

   d.   Monitor audit findings to ensure that corrective action plans are implemented to resolve the findings.

3.   Two Years – Continue the implementation timetable of the first year.

4.   Five Years – Continue the implementation timetable of the prior years.

IV.   Performance Measures

A.   Customer Satisfaction Measure – An annual evaluation survey will be developed and distributed to the target group. Any concerns identified through the survey will be addressed immediately.

B.   Program Standard Measure – Program standard will be the completion of all scheduled annual and non-annual audits by the due date for the target group. All departments are scheduled for audit so that every department in the executive branch will be audited at least once every six years where the department is not audited annually.

C.   Cost Effective Measure – Cost to conduct the audits will be monitored to ensure that they are reasonable and fair and do not exceed budgeted costs and comparable audit fees.

DEPARTMENT OF ACCOUNTING AND GENERAL SERVICES
ANNUAL REPORT ON GOALS, OBJECTIVES AND POLICIES

January 2012

Program ID/Title: AGS-111/Archives-Records Management

Contact Person/Phone: Susan Shaner/586-0310

I.   Goals

        A.   Increase access to the State Archives collections.

        B.   Promote efficient and effective management of government records.

II.   Objectives and Policies

        A.   Collect and preserve permanent government records of enduring legal,
                historical or fiscal value from government agencies.

        B.   Make records available for access via the internet. Catalog records on
                KOHA, an online library database accessible via the web.

        C.   Develop and revise records retention and disposition schedules for the
                executive branch. Operate the State Records Center for the storage of
                non-current, non-permanent government records.

        D.   Promote efficient management of government records and work toward
                the preservation of the state's permanent electronic records.

        E.   Implement with teams from Archives, ICSD and State Civil Defense the
                delivery of records related emergency training on essential (vital) records
                for state and local government employees in conjunction with the Council
                of State Archivists and FEMA. Training to be completed in FY12.

III.   Action Plan with Timetable

        A.   Past Year Accomplishments

                1.   Archives: add/edited 31 bibliographic records in on-line catalog
                        KOHA which is accessible on the Internet; accessioned 972 cubic
                        feet of records and special collections; appraised, arranged and
                        described 58 cubic feet of records for public use; retrieved 23,685
                        records for researchers; translated 309 pages of Hawaiian language

records; serviced 9,022 researchers; scanned 29,211 images; made 4,384 records available via Archives' website (249,384 total online); and received more than 139,189 visitors to Archives online databases.

2.   Records Center: received 3,609 cubic feet of records and 4,364 reels of microfilm; completed 1,186 records requests; and coordinated destruction of 2,367 cubic feet of expired records.

B.   One Year

1.   Archives: add/edit 100 bibliographic records to KOHA Integrated Library Catalog; accession 100 cubic feet of government records; appraise, arrange, and describe 100 cubic feet of records; retrieve 23,000 records for researchers; translate 350 pages of Hawaii language records; service 9,000 researchers; make 8,000 records available via the Archives' website; and receive 130,000 visitors to Archives online databases.

2.   Records Center: schedule 5 records series; receive 3,400 cubic feet of records; service 1,500 records requests; and coordinate destruction of expired records.

C.   Two Years

1.   Archives: add/edit 200 bibliographic records to KOHA Integrated Library Catalog; accession 200 cubic feet of government records; appraise, arrange, and describe 200 cubic feet of records; retrieve 46,000 records for researchers; translate 700 pages of Hawaiian language records; service 18,000 researchers; make 16,000 records available via the Archives' website; and receive 260,000 visitors to Archives online databases.

2.   Records Center: schedule 10 records series; receive 6,800 cubic feet of records; service 3,000 records requests; and coordinate destruction of expired records.

D.   Five Years

1.   Archives: add/edit 500 bibliographic records to KOHA Integrated Library Catalog; accession 500 cubic feet of government records; appraise, arrange, and describe 500 cubic feet of records; retrieve 115,000 records for researchers; translate 1,750 pages of Hawaiian language records; service 45,000 researchers; make 40,000 records

available via the Archives' website; and receive 650,000 visitors to Archives online databases.

2.   Records Center: schedule 25 records series; receive 17,000 cubic feet of records; service 7,500 record requests; and coordinate destruction of expired records.

IV.   Performance Measures

A.   Customer Satisfaction measure: Monitor website use by the general public and their interest in information presented by analyzing statistical data on number of hits to what pages. Use information to improve the "look and feel" and information presented on the website. If there are suggestions and/or complaints, develop survey to evaluate customer satisfaction with the website.

B.   Program Standard measure: In-house standards regulate service to the public and status-reports measure the output and effectiveness of our public service activities.

C.   Cost Effectiveness measure – Compare records managements costs with private sector, in particular storage costs.

DEPARTMENT OF ACCOUNTING AND GENERAL SERVICES
ANNUAL REPORT ON GOALS, OBJECTIVES AND POLICIES

January 2012

Program ID/Title: AGS-131/Information Processing & Communication Services

Contact Person/Phone: Debra A. Gagne/586-1910

The goals and objectives stated in this report are long-termed and are not limited by the existing budget. It charts a direction to improve the efficiency and effectiveness of State operations through the application of technology. Additional funding and resources will be needed to accomplish all of the goals and objectives contained herein. The Division's priority is to support, maintain, and improve existing services. We will accomplish as many of the goals and objectives as possible within the budget and resources granted.

I.   Goals

Assess and redefine ICSD's services to support the State's current and future business requirements. Emphasis will be placed on the cost-effective and efficient application of information and telecommunications technologies to improve the long-term effectiveness and efficiency of Hawai'i State Government (State).

II.   Objectives and Policies

A.   #1 – Work with Chief Information Officer (CIO) and Office of Information Management and Technology (OIMT) to mitigate the risk of a $1,000,000 per day financial impact[1] to the State of Hawai'i resulting from lost revenues, collections, interest, late payments, overtime premiums and other costs that would be realized by the State as the result of a prolonged outage at the State of Hawai'i Data Center by establishing and operating an interim Alternate Data Center that will be utilized if a disaster were to occur at the Data Center at the Kalanimoku Building before a permanent data center co-located with the new State Emergency Operations Center (EOC) is operational.

B.   #2 – Work with CIO and OIMT to develop and implement Service Oriented Architecture (SOA) as the State's information technology (IT) architecture and Information Technology Infrastructure Library ITIL/ IT Service Management Framework as the State's IT service delivery model.

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[1] Estimated based on Business Impact Assessment conducted by McGladry, Inc. in February, 2002.

C.   #3 - Work with CIO and OIMT to establish and operate a State Cyber Security Office with dedicated staff to provide statewide monitoring, analysis, prevention, and mitigation of cyber traffic to and from State information assets and resources. The major functions of this Office are to monitor and analyze State cyber traffic for cyber threats; provide preventive and remedial support against cyber threats; develop and implement an official notification and incident collection system; develop cyber security policies, standards, and procedures; coordinate with cyber security information sharing organizations; and other related matters.

D.   #4 - Work with CIO and OIMT to improve the management and operation of the State's servers through the application of server consolidation technologies such as virtualization and blades.

E.   #5 – Work with CIO and OIMT to establish IT Governance to manage IT initiatives and projects in the State with enhancements such as up-to-date IT strategic plans, cross departmental cost evaluations, standards and guidelines, project management plans, and status reports.

F.   #6 - Work with CIO and OIMT to define the roles and responsibilities of ICSD staff.

G.   #7 - Work with CIO and OIMT to expand and support the State's telecommunications infrastructure to enable secured connectivity from State offices to host computers for the State's application systems, and provide staffing and support of the State's radio communication systems.

H.   #8 – Work with CIO and OIMT to improve the use of Internet technologies for sharing information with the public, government agencies, and private sector. Develop and implement better content management and document management practices to improve the quality of the information being shared and enhance the capability to preserve essential records.

I.   #9 - Accommodate changes in State Data Center technologies, practices, and workload growth, while maintaining reliability, cost-effectiveness, and efficiency.

III. Action Plan with Timetable

A. Objective/Policy #1 – Work with CIO and OIMT to mitigate the risk of a $1,000,000 per day financial impact[2] to the State of Hawai'i. State of Hawai'i critical business processes are heavily dependent upon information technology. The State of Hawai'i is the only state we are aware of that does not have an alternate for its primary data center facility[3]. Business continuity strategies for virtually all State agencies require that computers and networks that perform their information processing functions are operational, reliable, and predictably available.

Critical health, safety, and other public services (including processing of employee payroll, government aid and benefits to its most needy citizens, tax collections, payments to vendors, etc.) will be severely jeopardized by a prolonged data center outage, rendering the State vulnerable to damaged reputation, potential legal action and public outcry.

The State of Hawai'i Data Center in the Kalanimoku Building is a single point of failure that is below ground and relies on antiquated electrical and cooling systems which are running at or above their rated capacity. Given the criticality to the ongoing operations of the State, our number one priority is to continue pursuing the establishment of the State's main permanent data center co-located with the proposed new State Emergency Operations Center (EOC) and convert the existing datacenter to assume backup responsibilities. It is felt that since both facilities (EOC and Data Center) require many of the same things like a secure building highly resistant to wind and rain, cooling, and electrical systems which continue to function in the event of failure of the public utilities, and strong, redundant communications capabilities, the State could save considerable funds by combining these two critical needs into one facility. An interim alternate recovery facility could be found within 24 months, while co-occupancy of a State EOC is now projected to be about 2014.

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[2] Estimated based on Business Impact Assessment conducted by McGladry, Inc. in February, 2002.

[3] Excerpted from State of Hawai'i Disaster Recovery Assessment Report and Recommendations 16 November 2005 provided by Gartner Consulting.

1. Required Actions

    a. Work with CIO and OIMT to harden the existing data center to the extent possible to avoid outage scenarios, including data center facilities, storage, backup capacity, Internet service, DNS and connectivity.

    b. Work with CIO and OIMT to obtain funding for the Division's budget to cover annual operating costs of the Interim Alternate Data Center.

    c. Work with CIO and OIMT to locate suitable data center facilities in a State-owned building or through commercial lease for an Interim Alternate Data Center.

    d. Work with CIO and OIMT to establish and implement an interim Alternate Data Center.

    e. Work with CIO and OIMT to develop a design plan for the permanent data center at the new State EOC.

    f. Work with CIO and OIMT to coordinate a CIP budget request with the Department of Defense for the permanent data center at the new State EOC.

    g. Work with CIO and OIMT to establish and implement a permanent data center at the new State EOC as soon as possible.

2. Past Year Accomplishments

    a. Consulted with the University of Hawaiʻi (UH) to assure space will be set aside in new UH data center for digital offsite backup.

    b. Consulted with the Department of Education (DOE) to assure space will be set aside in new Liliʻuokalani data center for ICSD use.

    c. Provided background and historical information to CIO and OIMT.

d. The ICSD was able to eliminate additional single points of failure for the State of Hawai'i Data Center by establishing a secondary communications and Domain Name Services hub in another building. While this will not protect the State of Hawai'i Data Center, it will provide for continuing Internet access and connectivity for all locations outside of the Kalanimoku Building.

3. One Year

a. The Division will continue to pursue the establishment and operation of the interim Alternate Data Center. The Division will work closely with the CIO and the OIMT on disaster recovery planning.

b. The Division was invited to partner with the Department of Defense in their efforts for a new State EOC that targeted 2012 for completion, pending construction funding. Funding was not received and 2014 is the new targeted completion date. The Division plans on creating a permanent data center at this site running as a dark site (primarily for equipment). The current data center at the Kalanimoku Building would then become the alternate data center. Either the interim Alternate Data Center or the current data center at the Kalanimoku Building would become a business operations control center possibly after the permanent data center at the new State EOC becomes operational. The business operations control center would provide remote management of the servers and remote printing capabilities.

c. The Division will continue to work with CIO and OIMT on locating a prospective site for the interim Alternate Data Center.

d. The Division will continue to work with CIO and OIMT on the development of a design plan for a permanent data center at the new State EOC.

4. Two Years – Continue working with CIO and OIMT on pursuing a permanent data center at the proposed new State EOC and an interim Alternate Data Center. More details will be developed when necessary and sufficient funding becomes available.

5. Five Years – Continue working with CIO and OIMT on pursuing a permanent data center at the proposed new State EOC and an interim Alternate Data Center. More details will be developed when necessary and sufficient funding becomes available.

B. Objective/Policy #2 – Work with CIO and OIMT to develop and implement Service Oriented Architecture (SOA) as the State's information technology (IT) architecture and Information Technology Infrastructure Library ITIL/ IT Service Management Framework as the State's information technology (IT) service delivery model. The SOA emphasizes a close business-IT alignment driven by business. The SOA is based on open standards and defines a processing environment that enables compatible and disparate application systems to interoperate. The SOA also allows for the reuse of repeatable services that are part of the State's business processes. ITIL and IT Service Management is the provision of quality customer service. This is achieved by ensuring that customer requirements and expectations are met at all times. The satisfaction of business and customer requirements is fundamental to the whole of ITIL and there are a number of key activities that are vital to the success of ITIL processes.

1. Required Actions

    a. Work with CIO and OIMT to educate ICSD Management on the principles and fundamentals of ITIL and IT Service Management.

    b. Work with CIO and OIMT to develop Service Catalog, Change Management, and Customer Request systems to promote customer ease of use for service requests as well as tracking and measuring metrics.

    c. Work with CIO and OIMT to promote the development of a standardized information technology infrastructure (e.g., standardized services and technologies) that will facilitate the sharing of the State's IT resources, simplify the support of those systems, and reduce costs to the State.

    d. Work with CIO and OIMT to acquire short-term professional services to assist in the research, development, and implementation of new services, technologies, and standards.

     e.   Work with CIO and OIMT to coordinate the addition, enhancement, and elimination of services, technologies, and standards with agencies.

     f.   Work with CIO and OIMT to develop services that are based on new technologies while reducing and/or eliminating dependency on "old" technologies.

     g.   Work with CIO and OIMT to ensure that the Division has in-house knowledge to maintain services and standards.

2.   Past Year Accomplishments – Fourteen positions were approved during the 2011 Legislative Session to allow restoration of third shift computer operations 24/7/365, as well as to mitigate several critical resource shortages throughout the Division.

     a.   Completed additional Enterprise Services Bus redundancy with multiple Enterprise Services Bus appliances installed and configured to be the foundation for the SOA Information Exchange Models.

     b.   Continued to make progress in the elimination of services that are based on "old" technology, such as impact printers, reel-to-reel tape drives, and manual data entry.

     c.   Developed cyber security standards, policies, and procedures and coordinated the dissemination of cyber security information to ensure the integrity of the State's information and IT services.

     d.   Investigated the use of technologies, such as PDF (portable document format), to provide an alternative service to hard copy documents while reducing cost and going "green" (e.g., eliminate paper).

     e.   Continued to make progress in the implementation of a virtual server environment that will consolidate standalone servers, reduce space and electrical requirements, provide high-availability, and improve disaster recovery capabilities.

        f.   Implemented a virtual tape system (VTS) that improves data backup and recovery services while lowering operating costs.

3.   One Year

        a.   Work with CIO and OIMT to expand current activities to establish ICSD as the common service provider for SOA developed services. Develop SOA Governance and Central Services policies.

        b.   Work with CIO and OIMT to develop change management and problem management policies, documentation and systems that cover the technology utilized throughout the Data Center.

        c.   Work with CIO and OIMT to identify areas that require IT Governance to insure that technology and the State's IT resources can be leveraged as cost effective and efficient services.

        d.   Work with CIO and OIMT to pursue necessary personnel actions such as justifying additional positions, filling vacancies, and redescribing existing positions to insure that the Division has in-house knowledge to maintain services and standards.

        e.   Work with CIO and OIMT to place the virtual server environment and virtual tape system into production.

        f.   Work with CIO and OIMT to continue to provide value added services to our customers.

        g.   Work with CIO and OIMT to create pilot projects to gain expertise in new technologies that can be leveraged to make State government more efficient and effective.

        h.   Work with CIO and OIMT to continue to evaluate provided services to ensure applicability, identify areas for improvement, and eliminate redundancy.

        i.   Work with CIO and OIMT to begin using technologies, such as PDF (portable document format), to provide an

alternative service to hard copy documents while reducing cost and going "green" (e.g., eliminate paper).

4. Two Years

  a. Work with CIO and OIMT to continue with implementation and expansion of SOA in the form of reusable services across jurisdictions.

  b. Work with CIO and OIMT to continue to establish our role as IT for the State of Hawai'i and provide agencies with reliable and cost efficient IT services.

  c. Work with CIO and OIMT to continue evaluation and refinement of the services provided by the Division.

  d. Work with CIO and OIMT to continue to investigate new technologies that will provide cost reducing and "green" alternatives to our existing services.

  e. Work with CIO and OIMT to build coalitions, remove obstacles, gather buy-in, and work with agencies to identify new services that would be advantageous for the State to develop.

  f. Work with CIO and OIMT to determine the amount of professional services that would be required to assist in the research, development, and implementation of new services, technologies, and standards.

5. Five Years – New services developed utilizing SOA published services in innovative ways.

C. Objective/Policy #3 - Work with CIO and OIMT on a State Cyber Security Office that is firmly established with dedicated staff to provide statewide monitoring, analysis, prevention, and mitigation of cyber traffic to and from State information assets and resources. The major functions of this Office are to monitor and analyze State cyber traffic for cyber threats; provide preventive and remedial support against cyber threats; develop and implement an official notification and incident collection system; develop cyber security policies, standards, and procedures; coordinate with cyber security information sharing organizations; and other related matters.

1.   Required Actions

    a.   Work with CIO and OIMT on the evaluation and implementation of adequate technology tools to provide monitoring, mitigation and remediation of cyber security events.

    b.   Work with CIO and OIMT to develop standard operating procedures for the Cyber Security Office, including training for the staff.

    c.   Work with CIO and OIMT to complete staffing and re-organization for the office.

2.   Past Year Accomplishments

    a.   Populated cyber security website, cybersecurity.hawaii.gov, with cyber security awareness information, newsletters, cyber advisories and resources, video public service announcements, toolkits, and posters.

    b.   Created website for State of Hawai'i ArcSight customers. Customers can now obtain their reports and explanations of correlated events and view documentation on demand.

    c.   Responded to and managed the remediation of cyber security breaches to State Procurement sites, resulting in the development of a new service to scan any State website for possible vulnerabilities.

    d.   The email security appliance system processes incoming messages to the network and scanned an average of 3 million messages a month.

    e.   Implemented security software technology blocked 90% of malicious software incidents. Malicious IP addresses totaling 266 were also blocked.

    f.   Utilized wildcard SSL digital certificates for servers under the hawaii.gov and higov.net domains, secure file transfer integration allowing servers to be further secured to protect personal and confidential information at little cost.

g.   Distributed statewide advisories relating to vulnerabilities and patch recommendations; departmental notifications relating to suspicious network or computer activities; departmental investigations of potential malicious cyber security events; and coordinated cyber incident remediation efforts.

h.   Investigated potential malicious cyber security activity on the State network using ArcSight, a security information and event management tool, to follow up on alerts, security violations, copyright investigations, possible infected hosts, and attempted activity from previously-identified malicious IP addresses.

i.   Implemented a vulnerability scanning program on ICSD public and internal servers to identify computer server and operating system vulnerabilities to assist server administrators to secure their server environment against computer threats.

j.   Implemented a web application security testing tool to assist ICSD software developers to write secure web programming code to protect against web application vulnerabilities and cyber attacks.

k.   Developed cyber security policies, standards, guidelines, and a security incident handling policy for ICSD which are available as guidelines for use by other departments.

l.   Participated in the Multi-State Information Sharing and Analysis Center (MS-ISAC) and InfraGard security organizations to foster information sharing and collaboration on cyber security threat prevention, protection, and response and recovery activities.

m.   Implemented the Secure Web Gateway tool to block malicious or unwanted access to websites by name and not just IP address.

n.   Participated in APEC preparations for the Multi-Agency Communications Center.

One Year - Continue current activities.

    a.   Provide cyber-security services as a requested service.

    b.   Implement the Secure Web Gateway to additional State Departments and agencies to block malicious or unwanted access to websites by name.

    c.   Migrate local area network, web servers, and application servers to a virtual environment.

4.   Two Years – Work with CIO and OIMT to expand cyber security service offering to at least 10 more agencies.

5.   Five Years – Work with CIO and OIMT to continue the development of cyber security standards, so that cyber security preparation, mitigation and remediation become standard practice across the State.

D.   Objective/Policy #4 - Work with CIO and OIMT to improve the management and operation of the State's servers through the application of server consolidation technologies such as virtualization and blades.

    1.   Required Actions

        a.   Work with CIO and OIMT to research the various server consolidation technologies and evaluate their applicability to State operations.

        b.   Work with CIO and OIMT to pursue funding to proceed with server consolidation.

        c.   Work with CIO and OIMT to acquire and implement the selected technologies.

        d.   Work with CIO and OIMT to review the Division's technical support structure and revise as required.

    2.   Past Year Accomplishments

        a.   Built a virtual server environment. Procured several blade servers, accompanying disk storage, as well as virtualization software.

        b.   Created a cross division virtual server team to establish the virtual server environment and to develop plans to migrate stand alone server applications to a virtual server environment.

        c.   Provided training and development for the virtual server team in VMWare, MsSQL, Active Directory, and storage concepts in a virtual environment.

3.   One Year

        a.   Work with CIO and OIMT to complete Active Directory and Domain Name Services (DNS) technology implementations to fully utilize the virtual environment.

        b.   Work with CIO and OIMT to evaluate server workload and migrate appropriate processing to virtual environment to reduce energy consumption in the State of Hawaiʻi Data Center, as well as freeing up data center floor space.

4.   Two Year

Work with CIO and OIMT to promote "internal" Cloud infrastructure services to State departments and agencies to provide application independent processing, storage and networking in a highly available infrastructure environment.

5.   Five Year
Continue to work with CIO and OIMT to consolidate department and agency specific infrastructure into the centrally managed and administered cloud infrastructure.

E.   Objective/Policy #5 – Work with CIO and OIMT to establish IT Governance to manage IT initiatives and projects in the State with enhancements such as up-to-date IT strategic plans, cross departmental cost evaluations, standards and guidelines, project management plans, and status reports.

1.   Required Actions

        a.   Work with CIO and OIMT to establish a consolidated planning process for IT initiatives and projects in the State,

utilizing the IT leadership provided by the IT Governance Committees.

    b.   Work with CIO and OIMT to establish a process to register IT initiatives and projects, monitor for compliance with State standards, and track progress.

    c.   Work with CIO and OIMT to establish a process to set or modify IT standards and guidelines.

    d.   Work with CIO and OIMT to develop a service to facilitate the implementation of IT initiatives and projects.

    e.   Work with CIO and OIMT to coordinate all of the above actions with the CIO.

2.   Past Year Accomplishment - The IT Governance Technical Committees continued to meet on regular schedules. The ICSD continued to lead the Technical Committee. The Committee continued work on the IT Transition document for the CIO and state leadership

    a.   IT Governance Technical Committee evaluated consolidation strategies to mitigate the resource shortages created by the reduction-in-force.

    b.   When the Legislature is in session, tracking bills and resolutions take on a frenetic pace. To assist other departments in keeping current, the ICSD delivered a Lotus Notes-based Legislative Tracking System application to several departments.

    c.   Conducted strategic planning sessions with the IT technical Governance Committee.

3.   One Year

    a.   Work with CIO and OIMT to identify areas requiring Statewide IT Governance to insure technology is leveraged and used in a cost effective and efficient manner.

      b.   Work with CIO and OIMT to draft revisions to the current policies and related documents including clarification of central and departmental roles.

      c.   Work with CIO and OIMT to re-engineer processes and evaluation of resources required, such as staffing and budgets to implement the policies that result from the revisions.

4.   Two Years – Continue to work with CIO and OIMT on the evaluation and refinement of the processes and services.

5.   Five Years – Continue to work with CIO and OIMT on the evaluation and refinement of the processes and services.

F.   Objective/Policy #6 - Work with CIO and OIMT to define the roles and responsibilities of ICSD staff.

1.   Required Actions

      a.   Work with CIO and OIMT to provide staff with training, tools, a standard infrastructure/environment, and support to perform their broadened roles.

      b.   Work with CIO and OIMT to acquire short-term professional services to assist the ICSD in the development of new systems. This will allow the ICSD to take on new development, ensure that the State has in-house knowledge to maintain the systems, and reduce the State's dependence on consultants for enhancement/maintenance services.

      c.   Work with CIO and OIMT to assess staff resource requirements and acquire as needed.

      d.   Work with CIO and OIMT to coordinate application development requirements and efforts with agencies.

      e.   Work with CIO and OIMT to make data more accessible to agencies (e.g., data mart), such that they will be empowered to retrieve data on their own.

2.   Past Year Accomplishments

a. Progress stalled somewhat from previous year. Focus became keeping the important systems running. Staff took on a few small development projects and completed them successfully. Significant staff time was needed to make the programming modifications for payroll etc. to reflect the financial actions decided upon by State's leaders.

b. Training was limited to only no-cost training; therefore, most training was self-initiated, gleaned from industry trade journals or provided through State Civil Defense.

c. More advanced and diverse training is being researched and pursued. particularly as an online per-seat train on your time effort.

d. Continued Quarterly Customer Service Reports for all departments. These customer-focused reports detailed departmental resource utilization and provided current technology implementation information.

3. One Year

a. Work with CIO and OIMT to create activities to document work activities to assure transfer of institutional knowledge as staff left or retired.

b. Work with CIO and OIMT to pursue necessary personnel actions such as filling vacancies and redescribing positions.

c. Work with CIO and OIMT to acquire tools including computer software and reference books or services.

d. Work with CIO and OIMT to continue to provide added value maintenance services to our customers.

e. Work with CIO and OIMT to create pilot projects on development of new applications to gain expertise in new technologies.

f. Work with CIO and OIMT to retrofit existing systems to extend their lives, improve usability, and reduce maintenance requirements.

    4.   Two Years

        a.   Work with CIO and OIMT and agencies in determining which systems would be advantageous for the State to develop. Begin the development process.

        b.   Work with CIO and OIMT to determine the amount of professional services that would be required for the selected projects.

        c.   Work with CIO and OIMT to continue to provide agencies with professional IT services.

        d.   Work with CIO and OIMT to continue to develop the State's SOA environment.

        e.   Work with CIO and OIMT to continue to retrofit existing systems.

    5.   Five Years – Work with CIO and OIMT to continue to provide staff with refresher training to remain current with changing technologies, standards, and methodologies. To be effective, as alternatives to private consultants, their knowledge and skill levels need to be kept near that of private consultants.

G.   Objective/Policy #7 - Work with CIO and OIMT to expand and support the State's telecommunications infrastructure to enable secure connectivity from State offices to host computers for the State's application systems, and provide operational support of the State's radio communication systems.

    1.   Required Actions

        a.   Ensure support to continue the operation and maintenance of the Hawai'i Wide Area Integrated Information Access Network (HAWAIIAN).

        b.   Expand the use and enhance reliability and survivability of the NGN.

        c.   Expand network connectivity to State offices and workstations.

    d.   Enhance and expand video capabilities for intrastate, interstate, and international communications.

    e.   Expand and enhance telephone services.

    f.   Provide a survivable, fault tolerant backbone for land mobile radio interconnection based on the HAWAIIAN.

    g.   Hire additional staff to support the statewide radio communications system that provides services, and supports the State's communication needs for public safety, emergency services, natural resource protection, and others.

2. Past Year Accomplishments

    a.   Increased bandwidth between NGN core switches.

    b.   Deployed security information management system capability to user departments.

    c.   Ānuenue IOC (Initial Operating Condition) was achieved and publicly announced September 30, 2008. Pursuing development of the Rescue21 program with the United States Coast Guard.

    d.   Migrated core network systems to a multi protocol layered system (MPLS) to provide a foundation for reducing costs by replacing distinct network configurations with shared bandwidth technology.

    e.   Proposals for State telephone system and long distance were awarded.

    f.   Provided an alternate route over the ICSD HAWAIIAN microwave for State Civil Defense's Round Top to Diamond Head payload.

    g.   Video Conferencing – Developed a partnering agreement with the Department of Land and Natural resources to expand Video Conferencing capability by 75%.

    h.   Partnered with user departments and agencies across the State and with Hawaiian Telecom to develop an easier to use Telecom Request Form which can now be

electronically filled and saved, greatly speeding ordering time.

    i.   SOHEM consolidated messaging - Implemented optional BlackBerry and iPhone support for email accounts residing on ICSD Domino Servers. Provided guidance to agencies in upgrading their messaging software. Reduced out-of-office notification period from six to two hours. Expanded anti-SPAM and anti-virus protection for all @hawaii.gov clients. Installed new statewide e-mail relay servers enabling agencies to mail enable their application processes.

3.   One Year

    a.   Work with CIO and OIMT to continue to monitor the performance, functionality, and security of NGN. Make necessary adjustments to enhance its operation and meet requirements as they evolve.

    b.   Work with CIO and OIMT to continue to work with the counties to expand their connectivity to NGN to facilitate access to shared applications and services by State and county agencies.

    c.   Work with CIO and OIMT to continue working on development and construction of microwave sites for Anuenue System upgrade.

    d.   Work with CIO and OIMT to continue to seek and upgrade network monitoring capabilities for NGN and HAWAIIAN.

    e.   Work with CIO and OIMT to continue to enhance the network to provide greater reliability, security, and services.

    f.   Work with CIO and OIMT to continue maintenance of HAWAIIAN microwave sites, including structural and equipment repairs, upgrades, and enhancements.

    g.   Work with CIO and OIMT to continue to evaluate alternatives for a statewide radio communications system

for State agencies. Develop requirements for these alternatives.

h.   Installation of a new generator at the Round Top microwave radio facility.

4.   Two Years

a.   Work with CIO and OIMT to continue establishing connectivity to NGN from State agencies and other government jurisdictions.

b.   Work with CIO and OIMT to continue evaluating alternative ISP connections.

c.   Work with CIO and OIMT to study and design of interoperability solution for public safety and emergency response radio systems.

d.   Participant in initiatives to implement Broadband capability throughout the State.

5.   Five Years - Work with CIO and OIMT to continue support, connectivity, and enhancement of the NGN depending on requirements and funding.

H.   Objective/Policy #8 - Work with CIO and OIMT to improve the use of Internet technologies for sharing information with the public, government agencies, and private sector. Develop and implement better content management practices to improve the quality of the information being shared.

1.   Required Actions

a.   Work with CIO and OIMT to develop and implement new Internet technologies, tools, and methods to improve access to public information, and facilitate the State's communications with the citizenry, business, and other government jurisdictions.

b.   Work with CIO and OIMT to continue to work and collaborate with the State's Internet Portal contractor to add more State e-commerce services for the public to access over the Internet.

2. Past Year Accomplishments

    a. Created a new look for the Office of the Governor website.

    b. Redesigned and upgraded the websites for the State Procurement Office.

    c. Continued to provide technical training and mentoring for support staff.

    d. Issued the Accessibility Policy and audited websites for compliance.

    e. Developed Social Media usage policy with cooperation of the Attorney General's Office.

3. One Year

    a. Work with CIO and OIMT to implement and migrate to server equipment acquired to increase the storage capacity of the State's web servers to accommodate more public information.

    b. Work with CIO and OIMT to provide technical training and mentoring for support staff to enable them to further develop the quality and content of the State's websites. Continue to work towards compliance with guidelines on access by the disabled.

4. Two Years – Monitor usage and make improvements and adjustments as needed.

5. Five Years – Monitor usage and make improvements and adjustments as needed.

I. Objective/Policy #9 - Work with CIO and OIMT to accommodate changes in State Data Center technologies, practices, and workload growth, while maintaining reliability, cost-effectiveness, and efficiency.

1. Required Actions

    a. Work with CIO and OIMT to implement a Business Continuity Plan for the Division.

b. Work with CIO and OIMT to expand network monitoring and support coverage to 24 hours per day, seven days a week, including holidays.

c. Work with CIO and OIMT to expand the automation of computer and network operation and management.

d. Work with CIO and OIMT to plan and implement alternative technologies for producing computer output reducing paper consumption.

e. Work with CIO and OIMT to plan and implement on-line production documentation.

f. Work with CIO and OIMT to lead user agencies in developing, implementing, and testing a statewide IT business continuity plan.

g. Work with CIO and OIMT to expand network monitoring to all networks in State government.

h. Work with CIO and OIMT to initiate discussions with various Executive Branch agencies to adopt business process re-engineering methods to streamline and increase efficiency to their operations while eliminating manual processes that require human interventions for the Data Center staff.

i. Work with CIO and OIMT on plan to reduce and eventually eliminate batch data entry operations.

j. Work with CIO and OIMT to initiate discussions with various program offices to convert current check printing operations to adopt electronic means of financial transactions.

2. Past Year Accomplishments

a. Finalized the elimination of antiquated microfilm and microfiche technologies.

          b.   Converted magnetic media input files to electronic File Transfer Protocols (FTP) increasing efficiency, accuracy, reliability and security.

3.   One Year

          a.   Work with CIO and OIMT to continue working on the project to migrate computer output from printed to electronic media, and enabling secured on-line access to the repository.

          b.   Work with CIO and OIMT to continue working on the plan to provide expanded network monitoring services to departmental networks in the State.

          c.   Work with CIO and OIMT to continue updating position descriptions, recruiting, and filling positions within the Productions Services Branch. The recently approved reorganization will enable the Division to better support the disaster recovery and front-line server support functions.

          d.   Work with CIO and OIMT to continue to migrate LAN and server backups to a common backup solution, TSM (Tivoli Storage Manager).

4.   Two Years

          a.   Work with CIO and OIMT to continue to lead user agencies in developing, implementing, and testing a statewide IT data center disaster recovery and business continuity plans.

          b.   Work with CIO and OIMT to continue work in developing, implementing, and testing a statewide IT data center disaster recovery and business continuity plan with other user agencies.

5.   Five Years - Work with CIO and OIMT to continue evaluation of State requirements, and centralized operations for information processing, telecommunications services, and IT support.

III.   Performance Measures

A.   Customer Satisfaction Measure – Work with CIO and OIMT to measure services based on using agreed upon metrics provided by customers. Evaluate service level agreements, MOU's and MOA's to ascertain adherence and to determine areas for improvement.

B.   Cost Effectiveness Measure – Work with CIO and OIMT to determine how annual costs will be monitored as necessary.

Availability Reporting – a Root Cause Analysis Report and a corresponding Corrective Action Plan will be created for outages impacting customers with sign off by the impacted customer prior to closure.

DEPARTMENT OF ACCOUNTING AND GENERAL SERVICES
ANNUAL REPORT ON GOALS, OBJECTIVES, AND POLICIES

January 2012

Program ID/Title: AGS-203/State Risk Management and Insurance
                          Administration

Contact person/phone: Julie A. Ugalde/586-0550

I.   Goal

      The program will endeavor to protect the State against catastrophic losses and to
      minimize total cost of risk. The result will ensure losses of the State are
      controlled and financed on a well-coordinated basis.

II.   Objectives and Policies

      A.   Identify and analyze the State's loss exposures to determine risks that should
            be self-insured versus commercially insured and purchase applicable
            Statewide property, liability, and crime insurance policies at cost effective
            terms.

      B.   Coordinate loss control and cost containment activities to minimize accidental
            and fortuitous losses.

      C.   Settle informal tort claims (up to $10,000), adjust automobile claims and
            property losses fairly and promptly.

      D.   Manage a revolving fund to assure the availability of funds for the purchase
            of insurance policies, and payment of self-insured and insured losses and
            other risk management service.

      E.   Operate and maintain a risk management information system with current
            information to identify and analyze loss exposures to determine frequency
            and severity of losses, to forecast losses, and to determine the most
            economical method of financing losses.

III. Action Plan with Timetable

      A.   Identify and analyze the State's loss exposures to determine risks that should
            be self-insured versus commercially insured and purchase applicable
            Statewide property, liability, and crime insurance policies at cost effective
            terms.

Past Year Accomplishments

1.   Purchased property insurance policies with limits of $225 million per occurrence, an increase of $50 million from FY 10 limits of $175 million. The premium was $12.3 million, an increase of $2.9 million from $9.4 million in FY 10. The property loss deductible remained at $1 million per occurrence. The deductible for the catastrophic losses (hurricane, earthquake, and flood, including tsunami) remained at 3% of the value of the building and contents. The excess liability policy was purchased with increased limits of $15 million per occurrence, a $5 million increase from last year which was $10 million per occurrence. There was an increase in premium of $204,000, from $1.1 million to $1.3 million. The self-insured retention remained at $4 million per occurrence. This coverage includes liability arising from the State owned dams and the State's responsibility, such as inspections, for non-owned dams. The crime insurance policy was purchased with the same limits as last year, $10 million per occurrence, with a reduction in premium from $132,268 to $115,802, a savings of $16,466.

The Program utilized fund savings from previous years resulting from reduced losses paid during FY 10 to purchase increased limits of coverage of property and excess liability insurance.

Assisted the Department of Transportation – Harbors Division in securing property insurance coverage for their critical piers and wharves caused by catastrophic events. Infrastructure, such as piers and wharves, are not covered by the State's master property insurance policies.

2.   The property data survey project to identify all State buildings and determine replacement cost value for the purpose of insurance continues as an ongoing project. This project remains a critical component in the marketing of the State's property insurance program.

3.   Issued 548 Statements of Self-Insurance for various agencies which facilitated the use of non-State owned facilities or equipment, an increase from last year of 65, from 483.

4.   Assisted the King Kamehameha Celebration Committee in obtaining insurance for all the participants in the King Kamehameha Day parade and events.

One Year

1.   Maintain or improve on prior year's insurance coverage with increased limits and more advantageous terms and conditions if it is cost beneficial and within budget constraints.

2.   Evaluate the performance of the statewide insurance broker and determine whether to extend an additional 12 months period on the current Request for Proposal (RFP) or issue a new RFP.

3.   Continue property data surveys for the valuation of the State's physical assets, such as buildings and contents.

4.   Review and update the standard minimum insurance limits for general liability and automobile insurance for State contracts.

Two Years

Continue the One Year goals and objectives.

Five Years

Continue the One Year goals and objectives.

B.   Coordinate loss control and cost containment activities to minimize accidental and fortuitous losses.

Past Year Accomplishments

1.   Conducted three (3) training sessions:
    a) Two (2) in conjunction with the State's insurance broker for training on insurance for requirements for contracts, SPO 150.
    b) One (1) training session for the departmental risk management coordinators insurance and claims.

2.   Continued the quarterly reports, implemented in FY 08, that assist the departments in managing their risks by making them aware of the losses and trends of concern. These reports provide an overview of how the departments are performing and provide loss control suggestions. The two quarterly reports issued are:
    c) Summary of the department's claim and loss transactions for the quarter and year-to-date in comparison with the prior fiscal year.

This report is sent to the Department head along with a cover memo outlining any significant trends.

d) Report on the details of the claims received, pending and closed during the quarter, along with a copy of the summary is sent to the departmental risk management coordinators.

One Year

1. Conduct loss prevention surveys of State facilities such as airports, schools, convention center, hospitals and other public facilities on a two to three year cycle.

2. Develop additional deductibles for preventable or recurring types of losses, such as automobile accidents involving reversing, colliding into a parked vehicle, and carelessness which causes loss or damage to property (including vehicles). This deductible was established in FY 11 to be effective FY 12 for $500 per preventable loss for State vehicle damages. The Program has a $5,000 deductible for preventable property losses arising from theft or loss, Comptroller Memorandum 2007-10.

3. Continue training sessions for SPO and departmental risk management coordinators covering the following subject areas: insurance requirements for contracts, loss control, and claims processing. Consider placing all training information on the Risk Management web site or utilizing webinars.

4. Continue the Risk Management newsletters that were suspended in 2009 due to staff shortage.

5. Update the Risk Management web site.

Two Years

Continue the One Year goals and objectives.

Five Years

Continue the One Year goals and objectives.

C. Settle informal tort claims (up to $10,000); adjust automobile claims and property losses fairly and promptly.

Past Year Accomplishment

1.   The program received 571 tort claims in FY 11, a decrease from FY 10 (583), and received 165 pothole claims (included in the tort total), an increase from FY 10 (133). The program resolved 537 tort claims in FY 11, a decrease from FY 10 (599), and resolved 52 pothole claims (included in the total tort claims), a decrease from FY 10 (134). The number of pending tort claims for FY 11 was 192, an increase from FY 10 (139), and pending pothole claims (included in the tort total) was 39, an increase from FY 10 (26). The Program assisted the Department of the Attorney General in the reporting of a ten (10) potentially significant bodily injury cases to the excess liability insurance company. These cases may result in the insurance company participating in settlements.

2.   The program received 315 claims from auto accidents in FY 11, a decrease from FY 10 (351). There were 374 claims resolved in FY 11, a decrease from FY 10 (417). The number of pending claims for FY 11 was 92, an increase from FY 10 (86).

3.   The program received 86 property claims in FY 11, an increase from FY 10 (67), and resolved 76 in FY 11, a decrease from FY 10 (97). The number of pending claims in FY 11 was 56, an increase FY 10 (45).

4.   In FY 10, the program assisted the settlement of property claims resulting in obtaining insurance proceeds and recovered restitution for various losses:
       a. Property losses resulting in the receipt of insurance proceeds for the departments totaling $1,390,388 (FY 10 - $4,582,466):
           1. Earthquake claims
                   i. DLNR - $1,388,782 (Hulihee Palace)
                   ii. DOH – $ 1,606
       b. Recovered restitution for various claims paid by the Program totaling $19,080.64.
       c. Assisted a public charter school in the recovery of $15,575 for damages to computers caused by a contractor.
       d. Monitored and received final settlement from the insurance brokerage anti-trust litigation initiated by the New York insurance commissioner in June 2007, $26,500.

5. The Program continued processing claim payments by the automated interfaces between the Program's claims management system, Financial Management System (FMS), and Financial and Management Information System (FAMIS). This had reduced the data entry time to one-fourth by eliminating double data entry by clerks in the Program and Administrative Services Office. The average processing time was reduced by five (5) to seven (7) days.

One Year

1. Update the Risk Management Manual that had been published in 1992 and/or place information on the Risk Management web site.

2. Continue to process all claims minimizing the cost of processing claims without compromising quality and productivity.

3. Review and update the program's procedures.

4. Complete the integration of the risk management claims information into a program offered by the statewide insurance broker. If feasible, it will reduce DAGS' personnel time in the maintenance of the program, as well as providing more options, such as a notes page, property inventory for insurance purposes program, etc., to the Risk Management staff.

5. Workshops to train departmental risk management coordinators in the procedures for handling claims to ensure claims are investigated and processed properly will continue to be conducted during FY 12 with the assistance of the insurance broker. Annual informal training will continue as changes occur or new coordinators are added. In addition, information will be placed on the web. Consider webinar training.

Two Years

Continue Year One goals and objectives.

Five Years

Continue One and Two Years goals and objectives.

D. Manage a revolving fund to assure the availability of funds for the purchase of insurance policies, and payment of self-insured and insured losses and other risk management service.

Past Year Accomplishment

1.   The Program funded the purchase of the Statewide insurance policies (which covers the large and catastrophic losses) and the payment of claims made against or for the State within the Program's autonomy.

2.   The State Risk Management Revolving Fund analysis and Natural Hazard Loss Analysis reports were completed by the State's insurance broker on September 1, 2010.

3.   Agencies were billed for their share of the Program's costs based on the cost allocation process.

One Year

1.   Continue the items in the Past Year Accomplishments.

2.   Reevaluate the methodology of the cost allocation process.

3.   Revaluate the amount to be assessed in the risk management cost allocation for the next fiscal biennium.

Two Years

Continue One Year goals.

Five Years

Continue One and Two Years goals

E.   Operate and maintain a risk management information system with current information to identify and analyze loss exposures to determine frequency and severity of losses, to forecast losses, and determine the most economical method of financing losses.

Past Year Accomplishment

1.   No significant changes were made to the risk management information system for claim tracking, loss control, and loss finance in FY 11.

2.   Continued review of possible integration of the risk management information system that can be provided by the statewide insurance broker.

One Year

1. Continue review of program and work with Systems and Procedures Office on additional enhancements to allow flexibility and greater capability of managing the information in order to produce reports.

2. Complete integration of the risk management information system that can be provided by the statewide insurance broker, or work with Systems and Procedures Office to develop program for additional data entry capability for claims, such as file notes and scanning of documents, to move towards less paper being used and stored.

Two Years

Continue One Year goals.

Five Years

Continue One Year goals.

IV. Performance Measures

A. Customer Satisfaction measure - The program receives feedback from the training evaluations, quarterly claims activity reports, and the newsletters in order to improve performance. The training evaluations consistently are rated as excellent. The sessions involving the insurance requirements for contracts have assisted agencies in identifying the types of insurance required for their contracts and provided tools to determine if the vendor has met the contract requirements. The quarterly claims activity reports and newsletters have provided additional information to the agencies regarding their claim and loss transactions and updates on insurance and loss control topics.

B. Program Standard measure – Monitor the Measures of Effectiveness for timely resolution of claims and payments, as well as the timely purchase of the State's property, excess liability, and crime insurance.

C. Cost Effectiveness measure - Establish acceptable deductibles or self-insured retentions for the property, excess liability, and crime insurance. In addition, consider revising and adding additional deductibles for claims based upon frequency or cause, such as preventable automobile accidents. Investigate ways to contain and/or minimize the frequency and severity of losses that have greatest impact on total cost of risk.

DEPARTMENT OF ACCOUNTING AND GENERAL SERVICES
ANNUAL REPORT ON GOALS, OBJECTIVES AND POLICIES

January 2012

Program ID/Title: AGS-211/Land Survey

Contact Person/Phone: Reid K. Siarot/586-0390

I. Goal

The Land Survey Division performs field and office land survey work statewide for various government agencies; provides mathematical and field check as mandated in the statutes for the Land Court and File Plan systems; provides map and field check as mandated in the administrative rules for shoreline certification; and serves as an official depository of all government survey and other survey information.

II. Objective and Policies

A. #1 - Continue to provide survey services to government agencies, provide services to the general public and protect the interest of the State of Hawaii in land matters.

B. #2 - Provide training for employees to enable them to perform the functions of the Program effectively.

C. #3 – Continue to maintain the shoreline certification web page regularly.

D. #4 – Digitize 100% of the State's official maps and make the electronic copies accessible on the Program's website.

III. Action Plan with Timetable

Past Year Accomplishment

Despite losing seven positions, the Division was able to maintain a high completion rate of requests for survey maps and descriptions, shoreline certifications, Land Court and File Plan review and quiet title reports.

A.   Objective/Policy #1 – Continue to provide survey services to government agencies, provide services to the general public and protect the interest of the State of Hawaii in land matters.

1.   Required Action

Continue to provide survey services to government agencies and services at a high rate of completion and evaluate and monitor the Programs effectiveness.

2.   Implementation Timetable

a.   One year – Maintain a high completion rate of mandated functions i.e. shoreline certification, Land Court and File Plan map reviews and quiet title actions and evaluate the Program's effectiveness.

b.   Two to Five years – Continually assess the workload and evaluate the Program's effectiveness to develop procedures in carrying out the Program's functions more effectively. Provide training where needed.

B.   Objective/Policy #2 – Provide training for employees to enable them to perform the functions of the Program effectively.

1.   Required Action

Provide in-house training and offer external training for employees. Recommend and encourage employees to attend appropriate training for their position.

2.   Implementation Timetable

a.   One year – Provide in-house training, recommend and encourage employees to attend appropriate classes offered by the Department of Human Resources Development (DHRD) as well as appropriate external training.

b.   Two to Five years – Recommend and encourage employees to attend appropriate training for their position.

C. Objective/Policy #3 – Continue to maintain the shoreline certification web page.

    1. Required Action

    Continue to maintain the shoreline certification web page regularly. Scan new shoreline maps and photos received from DLNR and make them available online for public review. Regularly update maps and photos, inspection schedule, application and certification notifications, and important shoreline links.

    2. Implementation Timetable

        a. One year – Continue to maintain current shoreline maps and photos, inspection schedule, application and certification notifications, and important shoreline links on the Program's website.

        b. Two to Five years – Continue to maintain shoreline certification web page and explore ways to improve access to shoreline data streamline the shoreline certification process.

D. Objective/Policy #4 – Digitize 100% of the State's official maps and make the electronic copies accessible on the Program's website.

    1. Required Action

    Scan the Program's official maps and make the files available online.

    2. Implementation Timetable

        a. One year – Inventory, assess, and prioritize the State's official maps. Continue to scan maps according to priority and add them to the Program's website as they are completed.

       b.   Two to Five years – Continue to scan maps according to priority and make the files accessible on the Program's website as they are completed.

IV.   Performance Measures

    A.   Customer Satisfaction measure – The Land Survey Division program's effectiveness is measured by its completion rate and duration of its major functions. An evaluation of the program by Survey's customers will be conducted annually and areas of concerns will be addressed.

    B.   Program Standard measure – In-house status reports measure the output of the various survey functions. Standards comparable to the private sector will be developed to monitor the program's effectiveness and to address areas of deficiencies.

    C.   Cost Effectiveness measure – Annual cost of operation compared to output will be assessed to determine cost effectiveness and comparison will be made with the private sector's costs. However, mandated functions that cannot be privatized and have no alternative measures will be given serious consideration to assess fees to offset actual costs to government.

DEPARTMENT OF ACCOUNTING AND GENERAL SERVICES
ANNUAL REPORT ON GOALS, OBJECTIVES AND POLICIES

January 2012

Program ID/Title: AGS 221 / Public Works – Planning, Design, and Construction

Contact Person/Phone: Ernest Y. W. Lau / 586-0526

I.   Goal

Improve the quality of construction and renovation of facilities.

II.   Objectives and Policies

    A.   #1 – Acquire quality design for construction and renovation of facilities.

        1.   Continue to update requirements for design consultants contained in the Design Consultant Criteria Manual (DCCM). Implement new requirements mandated by law, codes, regulations, ordinances, etc.

        2.   Continue to educate users, consultants, suppliers, contractors and others on DAGS standards, project specifications, budgetary constraints, policies and procedures to promote clear understanding of requirements and realistic expectations for projects. Meet with professional architectural/engineering and construction industry organizations on a regular basis to obtain technical and administrative feedback.

        3.   Expand use of database software (such as Constructware and Google Documents) for a document storage and retrieval system that will facilitate coordination and tracking of DAGS-PWD/user agency design phase work tasks such as design submittal reviews.

    B.   #2 – Improve construction performance criteria

        1.   Continue to investigate alternative procurement methods for construction awards with consideration given to bidders' experience and qualifications, past performance, capacity to do the work, and other criteria rather than base awards primarily on low bid.

        2.   Closely monitor and correct consultant performance.

    C.   #3 – Incorporate the LEED (Leadership in Energy and Environmental Design), building commissioning process, and as required by Act 155, SLH 2009 (hereinafter "Act 155") conduct retro-commissioning for buildings over 5,000 square feet in size or using more than 8,000 kilowatts per year, and expand the

use of energy savings performance contracting. Continue to do energy efficiency/conservation projects for DAGS buildings and for other User Agency facilities as funding permits.

III.   Action Plan with Timetable

    A.   Objectives/Policy #1 – Acquire high quality design for construction and renovation of facilities.

        1.   Past Year Accomplishments

            a.   Objective #1.1 – Revised DCCM for "Solicitation, Offer and Contract Form," and "Informal Bid Form." Reinstated "Quality Control" section to bind Quality Control requirements in the technical sections with overall project administration. Posted revisions on the DAGS-Public Works website. http://hawaii.gov/pwd/Members/qc/dccmanual/index_html.

            b.   Objective #1.2 – Continue meetings and discussions with representatives of the General Contractors Association (GCA), the Building Industry Association (BIA), the Associated Builders and Contractors, Inc. (ABC), the Subcontractors Association of Hawaii (SAH), the American Council of Engineering Companies of Hawaii (ACECH), and other government agencies to share information and update parties on policies and procedures regarding design and construction matters. On behalf of the State Procurement Office (SPO), trained state and county officials on Construction Procurement.

            c.   Objective #1.3 – Implemented online Questionnaire for Providers of Professional Services for Capital Improvement Projects streamlining the annual process making it more efficient and paperless. Also creates a database for the program to utilize for consultant selection.

            d.   Public Works personnel were trained in newly offered online workshops and in-person training on State Procurement methods and procedures to be in compliance with State Procurement Office requirements and departmental requirements.

            e.   Piloted WebCM for interim use while reevaluating current WebCM vendor. Implemented construction phase projects initially then continued roll out for the design phase projects.

f.   Utilized online meeting resource to conduct online training for neighbor island district office Public Works staff and neighbor-island-based contractors resulting in travel expenditure savings.

g.   Continued training key PWD personnel on Emergency Response Plans and Debris Management to ensure PWD will be able to support State Civil Defense following a natural or man-made catastrophic disaster.

h.   Presented with the following Department service awards:

2011 DAGS Employee of the Year and 2011 Governor's Award for Distinguished State Service: Lloyd Maki, Public Works, Project Management Branch Architect.

2.   One year – Bi-annual update of DCCM to improve project delivery timeliness, quality, cost and efficiency on design and construction performance. Continue to update the PWD Internet website to provide user-friendly access to forms, instructions and information for clients and contractors. Continue to train staff on sustainable design (e.g., LEED) and commissioning/retro-commissioning processes. Continue staff, consultant, and client training in utilizing the project collaboration platform. Roll out web interface for submission of professional services qualification information and materials.

3.   Two years – Continue to improve website information tailored to the needs of the design and construction communities. Continue to refine DCCM. Continue staff training to improve skills and service. Utilize the project collaboration platform for all projects initiated by DAGS Public Works Division. Subject to funding, develop and implement a Public Works Construction and Facility Management Plan in conjunction with the Central Services Division.

4.   Five years – Upgrade the computerized automated project database and recordkeeping systems. As budget permits, replace outmoded equipment and software. Continue to evolve the website according to industry standards.

B.   Objective/Policy #2 – Improve construction performance criteria

1.   Past Year Accomplishments

(a)   Objective #2.1 – Continued to explore other construction procurement methods as alternatives to the low bid method. Created a vendor list of Energy Savings Companies (ESCOs) to do Energy Saving Performance Contracts (ESPCs). Executed a

$25.5 million ESPC contract for Department of Public Safety, Halawa Correctional Facility and the Oahu Community Correctional Center. ESPC, Phase II encompassing additional Oahu state office buildings and neighbor island state office buildings was also initiated within this past fiscal year with an estimated contract amount of $25.0 million.

(b)   Objective #2.2 – Continued to evaluate contractor performance via stakeholder on-line surveys.

(c)   Objective #2.3 – Continued staff training in various construction methods/topics such as basic electrical circuits; heating, ventilation, and air conditioning; collaborative project management; first aid; and safety.

(d)   Objective #2.4 – Continued customer service-related training such as procurement laws and rules, effective communication, electronic mail, word processing, digital photo management, time management, and computer software program. As budget allowed, purchased personal computers, software, printers, digital cameras and other aids to increase efficiency in the planning and management of construction contracts. Implemented an interim online collaborative project management system for management and storage of documents for projects in the design and construction phases of project delivery.

2.   One year – Continue to evaluate alternative procurement methods to low bid awards. Evaluate feasibility of the State Procurement Office (SPO) procurement system for construction projects.

3.   Two years – Determine appropriate alternative procurement methods for various situations. Provide customer service training for staff. Obtain outside trainers for in-house staff training if necessary.

4.   Five years – Increase utilization of online collaboration construction management platform to expedite the decision-making process and overall project delivery process from bidding out projects, initiating projects in the planning stage, implementing the design process, improving construction management, and ensuring quality control.

C.   Objective/Policy #3 – Incorporate the LEED (Leadership in Energy and Environmental Design), building commissioning process, and as required by Act 155, conduct retro-commissioning for buildings over 5,000 square feet in size or using more than 8,000 kilowatts per year, and expand the use of energy savings performance contracting. Continue to do energy efficiency/conservation projects for DAGS buildings and for other User Agency facilities as funding permits.

1. Past Year Accomplishments:

    a. Awarded thirteen (13) energy efficiency projects for the Hawaii State Library Systems in fiscal year 2011. These included six (6) libraries that will have photovoltaic systems installed and seven (7) libraries will have window tinting installed.

    b. The following energy efficiency/conservation projects completed construction in fiscal year 2011:

        • Completed construction of the Keaukaha Military Reservation, Joint Military Center and the facility achieved a LEED Silver rating and is in the process of achieving a LEED Gold rating.

        • Installation of a photovoltaic system on the rooftop of the Kalanimoku Building anticipated to achieve 30% in electricity energy expenditures per month.

    c. As required by Act 155, Retro-Commissioning for forty nine (49) public libraries statewide were initiated, however, due to limited funding, twelve (12) public libraries on West Oahu will not be able to continue although those twelve (12) public libraries projects had been initiated. The remaining thirty seven (37) public libraries are proceeding with the retro-commissioning.

    d. Awarded two (2) energy efficiency/conservation projects:

        • Wahiawa Civic Center, Public Health Nursing Office, Energy Efficiency and Air-conditioning Improvements.

        • Central Services Division, Photovoltaic System.

    e. Implemented the Public Safety Department's Oahu Facilities, Energy Savings Performance Contracting (ESPC) project involving two (2) correctional facilities: Halawa Correctional Facility and the Oahu Community Correctional Center. Initiated the DAGS Facilities, ESPC for other Oahu facilities and neighbor island state facilities during FY 2011.

    f. Initiated design phase for LEED projects during FY2011:
        • Aiea Public Library
        • DAGS Hilo Baseyard
        • DAGS Kona Baseyard

2. One year:

    a. Continue to refine LEED requirements, and building commissioning and retro-commissioning processes during the design and construction phases of selected pilot projects.

    b. Review/evaluate/assess "lessons learned/results" for selected pilot projects that incorporated LEED, building commissioning, during the design and construction phases to determine benefits and costs.

    c. Continue retro-commissioning for Public Libraries, statewide as required by Act 155.

    d. Initiated Phase II of DAGS ESPC program that includes other Oahu state facilities and neighbor island state facilities.

3. Two years – Continue to plan, design and construct energy and cost efficient buildings. Refine design requirements, methodology, incorporate new technology and material. Subject to funding, implement the recommendations of the retro-commissioning investigations conducted for the public libraries. Develop and implement an Energy Conservation Implementation Plan in conjunction with the Central Services Division.

4. Five years – Develop and implement revised Policies and Procedures and/or changes to the DCCM on the use of LEED/energy initiatives, and building commissioning and retro-commissioning processes as appropriate during the design and construction phases for other projects. Retro-commission public buildings every five (5) years as required by Act 155, subject to funding being made available.

IV. Performance Measures

A. Customer Satisfaction Measure

Acquire high quality construction and renovation of facilities.

1. Review, evaluate and measure user and staff ratings of consultants and contractors for all projects through customer satisfaction surveys and polling.

2. Obtain, analyze and record evaluations from user agencies on the performance of consultants, contractors and project results.

3. Follow-up with consultants and contractors with less than satisfactory ratings and results.

B.   Program Standard Measure

Acquire good quality construction and renovation of facilities.

1.   Obtain feedback from users on the quality of workmanship.

2.   Obtain feedback from users on the amount of maintenance required post-construction/renovation compared with maintenance prior to construction.

3.   Continue to measure and evaluate the number and types of change orders.

4.   Measure and evaluate the project schedules.

C.   Cost Effectiveness Measure

Acquire high quality construction and renovation of facilities.

1.   Continue to evaluate changes in the amount and types of change orders during construction.

2.   Measure and evaluate the number of projects that are completed on schedule and within budget.

DEPARTMENT OF ACCOUNTING AND GENERAL SERVICES
ANNUAL REPORT ON GOALS, OBJECTIVES AND POLICIES

January 2012

Program ID/Title: AGS-223/Office Leasing
Contact person/phone: Ivan Nishiki/586-0505

I.   Goal

Improve the office leasing services provided to user departments.

II.   Objectives and Policies

    A.   #1 - Reduce the average number of days to complete new lease requests for office space, to one hundred twenty (120) working days.

    B.   #2 - Improve various areas of the Leasing Branch's operations.

III.   Action Plan with Timetable

    A.   Objective/Policy #1 - Reduce the average number of days to complete new lease requests, to one hundred twenty (120) working days.

        1.   Past Year's Accomplishments:

            a.   Real Estate Document Retrieval – pursued a request to DLNR, Bureau of Conveyances to receive free access to real estate documents recorded at the Bureau. This will expedite verification of changes in ownership of property leased by the State. DLNR will include us in a test project prior to granting us free access.

            b.   Hawaii Compliance Express (HCE) – researched the advantages and disadvantages of HCE services to expedite obtaining a tax clearance report. It was determined that it was more expedient for landlords to apply for a hard copy tax clearance from the DOTAX and the IRS.

            c.   Account Assignments – due to the RIF action which resulted in the abolishment of one of our Leasing Specialist positions, account responsibilities were re-balanced among the remaining two staff.

d. Tracking of Lease Requests – we continued to utilize the lease tracking system to track the status of user requests for new leases, leases pending renegotiation, as well as tracking of incoming and outgoing branch correspondence. Additionally, we used this tracking system to retrieve data to determine the number of lease requests completed, and the number of days to complete leases. The report continues to be a management tool to account for each lease request, and track its progress.

e. Educational and Networking Opportunities – our Leasing Specialists were able to attend a presentation on forecasting the commercial real estate market and the office leasing market. The presentations also touched upon the local economy, and provided training and opportunities for networking with industry professionals. These relationships will be beneficial in our negotiations with landlords and their broker representatives.

f. ADA Training - Leasing Branch staff participated in the U.S. Department of Justice's ADA and Civil Rights webinar in January 2011 to get updates on accessibility laws and guidelines. Landlords' compliance with minimum requirements of the Americans with Disabilities Act (ADA) is a requirement in our office leases.

2. Required Actions

a. Pursue an opinion from the Attorney General's office on the impact of Act 190, which will require the use of Hawaii Compliance Express (HCE) to obtain state and federal tax clearances. No hard copy tax clearances will be issued by DOTAX or the IRS. Also must inquire whether compliance certification from both the DLIR and the DCCA is a necessary condition for executing leases with landlords.

b. Participate in DLNR, Bureau of Conveyance's test project, and pursue approval to receive free access to their recorded real estate ownership documents.

c. Budget for computer upgrades or replacements to maximize staff's ability to prepare lease documents efficiently and transfer them electronically, to accept updated software, and effectively maintain our office lease data base.

d. Pursue the restoration of the Leasing Specialist position. The position was abolished due to the 2009 reduction in force (RIF) action, which resulted in the termination of the incumbent.

e. Have Americans with Disabilities Act (ADA) site surveys completed for a majority of commercial properties which are, or can be considered for lease.

f. Initiate any revisions to our branch policies (including ADA) and procedures and seek improvements, or develop new documents which can help expedite the leasing process.

g. Pursue lease consolidations within leased offices, or with offices in state office buildings, in order to reduce leasing costs and our inventory of office leases.

3. Implementation Timetable

a. One Year – Pursue any needed revisions/updates to our branch policies and procedures, and seek improvements or develop new documents to streamline the leasing process.

Secure approval from the DLNR, Bureau of Conveyances to gain free access to their recorded real estate ownership documents.

Upgrade staff's computer equipment and software, subject to funding and applicable administrative and departmental policies.

Complete office consolidations in order to reduce our lease inventory and achieve $300,000 in general fund savings to meet FY 2013 supplemental budget reductions.

Obtain AG's opinion on whether the recent law (Act 190) now requires compliance certificates from DCCA and DLIR in addition to tax clearance certificates from DOTAX and the IRS, in order to contract for commercial office space.

b. Two Years – Complete any necessary revisions to the minimum ADA guidelines for leasing office space and all commercial property, and distribute the same to all branches of State government for implementation.

c. Five Years (or less) - Request for the restoration of the Leasing Specialist position based upon general fund savings generated by the position.

Using the ADA site surveys, develop a state wide list of commercial properties which meet the State's minimum ADA requirements.

B.   Objective/Policy #2 - Improve on various areas of the Leasing Branch's operations.

    1.   Past Year's Accomplishments

        a. Data Base System - prepared branch workflow process diagrams, and began updating branch policies and procedures to assist the DAGS, Systems and Procedures Office (S&PO) in developing a web based program to replace our current Access data base system.

        b. Lease Payments by Departments - worked with various departments who make lease payments directly to landlords, and confirmed actual monthly costs (i.e. base rent, operating costs, G.E.T.). The purpose was to update our data base to reflect actual lease costs for our branch reports, and program budget.

        c. Document Scanning - continued scanning various branch policies and procedures, correspondence, and executed lease documents to reduce hard copy files and track the status of user departments' requests.

        d. Budget Reductions - achieved DAGS general fund savings of $1.3 million over the FB 2009-2011 to meet budget reductions and anticipated rental increases. This was a coordinated effort with user departments and landlords, and involved lease terminations, office downsizing, lease renegotiations, and rent reductions.

        e. Cross Training - completed 50% of cross training for the Program Manager (in addition to volunteer staff from another branch of the Public Works Division), on secretarial functions involving the C-41 lease encumbrances, and the rental payment process.

        f. GSA Leasing Policies - researched the policy and procedures by the federal government, General Services Administration (GSA), in leasing office space for federal agencies.

    2.   Required Actions

        a. Continue making any necessary updates to all leasing information forms, instructions and guidelines which are used by other state departments. Update the Leasing Branch's website with any changes, to include the state boilerplate form for processing changes of ownership.

        b. Manage the vendor list for real estate services (renewed for the period September 2011 to August 2012) by responding to any questions from

user departments and vendors alike. Poll vendors to determine level of activity, and the number and type of real estate service contracts executed with state and county agencies. Consider any new real estate services to be added to the vendor list.

c. Continue working with DAGS Systems and Procedures Office (S&PO) to develop a new web based, data base system to replace the current Access system. The data base system must be able to prepare a lease abstracts, project rent and operating cost for budget purposes, and project quarterly funding allotments, so that necessary funds will be available for encumbering lease contracts.

d. Participate with the Public Works Div., Planning Branch to make any necessary updates to the "Office Space Standards for Lease and State Buildings".

e. When the draft Administrative Rules are completed, work with the Department of Labor to participate in public hearings for Act 62, SLH2007 (Payment of Prevailing Wages and Public Work Projects) and assist in finalizing Administrative Rules that impact all state and county agencies who engage in the leasing of office space from the private sector.

f. Continue cross training for Program Manager and volunteer staff (from another Public Works Division) on C-41 contract encumbrances, lease payments, purchase orders and P-Card purchasing.

3. Implementation Timetable

a. One Year – Continue to work with DAGS, S&PO on the development of the web based, data base system to replace the current Access system.

Consider re-soliciting the RFP for real estate services, as the final extension of the vendor list expires August 31, 2012.

Make necessary updates to all leasing information forms, instructions and guidelines which are used by other state departments. Update the Leasing Branch's website with any changes and include the state boilerplate form for processing changes of ownership.

b. Two Years – Transition from the Access data base system to the new web based program, subject to completion by DAGS, S&PO.

Complete cross training for Program Manager and volunteer staff (from the Public Works Division) on C-41 contract encumbrances, lease payments, purchase orders, and P-card processing.

c.   Five Years (or less) – Work with Public Works Planning Branch in making any necessary updates to the "Office Space Standards for Lease and State Buildings".

When the draft Administrative Rules are completed, work with the DLIR to participate in any public hearings for Act 62, SLH2007 (Payment of Prevailing Wages and Public Work Projects) and assist in finalizing Administrative Rules.

IV.   Performance Measures

A.   Customer Satisfaction Measure

1.   Pursue evaluations from user departments concerning improvements to our computerized leasing forms and guidelines, their accessibility from the website, and how it has helped in preparing and/or submitting leasing forms/requests more easily and efficiently.

2.   Obtain evaluations of our branch's leasing services after we are successful at re-storing the Leasing Specialist position. Areas identified by user departments which require attention, will be addressed immediately.

B.   Program Standard Measure

1.   Seek measures of comparison with other States, and applicable branches of State, County or Federal governments who perform office leasing services.

2.   Evaluate the program's efficiency in reducing the average amount of time needed to complete new lease requests, relative to program staffing.

C.   Cost Effectiveness Measure

1.   Compare the actual cost per square foot for our leases in specific locations, with the published asking rates for lease space in similar areas.

2.   Determine the extent of lease savings created from any revisions to the "State Office Space Standards for Lease and State Buildings".

DEPARTMENT OF ACCOUNTING AND GENERAL SERVICES
ANNUAL REPORT ON GOALS, OBJECTIVES AND POLICIES

January 2012

Program ID/Title: AGS-231/Central Services-Custodial

Contact Person/Phone: James Hisano/831-6734

I.   Goal

The goal of the Custodial Program is to deliver timely and quality services, while continuously seeking the needed feedback to improve its services to users and occupants of its assigned buildings.

II.   Objectives and Policies

As a means of attaining the stated goal, the program will implement the following objectives:

A.   As a short-term objective, the program will maintain an 80% or higher customer satisfaction rating as measured through quarterly surveys of building occupants. The 80% percentile has been selected to align with the program's annual variance report, Part II "Measures of Effectiveness."

B.   Within a five-year period, policies will be implemented to improve the satisfaction to a level of 90% or better.

C.   In order to realize the stated goal and objectives, the following action plan has been developed.

      1.   Implement on-going training for each custodian to improve efficiency, productivity and effectiveness.

      2.   Develop a training program for the Janitor II and Janitor III positions to make them effective in performing minor repairs and groundskeeping.

      3.   Collect and evaluate semi-annual customer satisfaction surveys for all buildings on Oahu.

      4.   Investigate ways to streamline support procedures to allow staff to concentrate on customer service and responsiveness, instead of paperwork.

5.   Continually develop and refine the program's measures of effectiveness to determine how well the program is delivering services.

6.   To implement the inspection checklist for worksites by the Janitor III's and to follow up on deficiencies.

7.   Investigate ways to better coordinate repair requests with trades staff from the Building Repair and Alterations Program.

8.   Refine in-house training program to include formal classroom training, as available.

9.   Develop an on-line custodial satisfaction survey to reduce paperwork.

10.   Develop an on-line emergency response data base for each DAGS facility accessible to key management personnel. The data base will include information such as, evacuation plans and telephone trees.

11.   Improvement of the workforce through the refinement of the employee selection process by focusing on good customer service skills, supervisory potential and strong custodial and building maintenance skills.

III.   Action Plan and Timetable

A.   Past Years Accomplishments

Highlights of the past year's program activities are as follows:

1.   Initiated Phase II of an Energy Saving Performance Contract (ESPC) that will include the remaining DAGS facilities on Oahu, Hawaii, Maui and Kauai, which will reduce energy and water consumption.

2.   Increase professionalism of the program staff by encouraging the program manager, building managers and landscape architect to obtain LEED Green Associate designation.

3.   Registration of Leiopapa a Kamehameha Building (SOT) for LEED Silver Certification. The certification process validates a

building's elevated level of performance in areas, such as energy efficiency, water conservation, indoor air quality, green cleaning and recycling

4. Continued the evaluation of six (6) DAGS office buildings to identify low or no cost areas that could be used to obtain points that could be applied towards Leadership in Energy and Environmental Design (LEED) silver certification from the U.S. Green Building Council.

B. Year One and Two

In addition to the above, work continues in the following areas:

1. Recruitment and filling of custodial vacancies authorized and funded by the 2011 Legislature to improve the level of services being provided.

2. Implementation of an on-line notification system to provide key building personnel with information related to emergency situations such as, natural disasters, fire, and power outages.

3. Implementation of a custodial workstation inspection program using computer software that is based on nationally recognized cleaning standards.

4. Development of on-line custodial survey software that will enhance the ability of building occupants to provide feedback related to services being provided. The software will also allow the program to respond to concerns raised in a timely manner.

5. Refine surveys as a method to measure the level of satisfaction of building occupants with the services being provided.

6. Staffing levels continue to be monitored for consistency with guidelines established by the Association of Physical Plant Administrators.

7. Increasing participation and the skill level of the custodial staff in accomplishing minor building repairs.

8. Implementation of the Breeze Custodial Inspection program in order to justify more custodial positions.

C. Year Three Through Five

The program will continue to refine objectives that were previously identified such as, training in custodial and building maintenance skills, broadening the involvement of the custodians in the area of building maintenance and the streamlining of procedures to reduce paperwork.

The program will follow-up on unfinished objectives and any new initiatives that may be identified. As needed, priority items will be expedited.

IV. Performance Measures

A. Customer Satisfaction Measure

Semi-annual users surveys are utilized to obtain feedback to determine program effectiveness, and to identify areas that require improvement. Follow-up action will be taken to assure satisfaction whenever and wherever possible.

B. Program Standard Measure

Using the private sector as a model, performance standards will be established and used to base worker performance, expectations, and to conduct and verify internal inspections.

C. Cost Effectiveness Measure

Costs will be obtained from private sector sources and used as a guideline to determine the competitiveness of the program. Comparisons will be based on the concept of "prevailing wages".

DEPARTMENT OF ACCOUNTING AND GENERAL SERVICES
ANNUAL REPORT ON GOALS, OBJECTIVES AND POLICIES

January 2012

Program ID/Title: AGS-232/Central Services-Grounds Maintenance

Contact Person/Phone: James Hisano/831-6734

I.   Goal

The program will strive for quality and consistency in the delivery of groundskeeping, tree trimming, and refuse pickup services. Program activities will reflect a continuing commitment towards cost efficiency, productivity, relevancy, and timeliness of services.

II.   Objectives and Policies

As a means of attaining the stated goal, the program will implement the following objectives:

A.   Maintain an 80% or higher customer satisfaction rating as measured through surveys of groundskeeping, tree trimming and refuse pickup services.

B.   Within a five-year period, incrementally move from a baseline 80% rating to a 90% or higher rating in meeting established standards.

C.   In order to meet the stated goal and objectives, the program has, or will implement the following action plan which has been developed.

     1.   Create and maintain standards for affected program activity. Validate standards against industry comparable or other public sector agencies.

     2.   Develop internal inspection standards and processes to confirm that standards are being maintained and conduct periodic user surveys to gauge customer satisfaction.

     3.   Conduct training for groundskeeping staff to assure proper knowledge of program standards and effective work technique.

     4.   Implement and maintain a planned beautification program to revitalize assigned grounds.

     5.   Implement systematic repair/renovations of irrigation systems at assigned facilities.

6. Develop a tangible record keeping system, i.e., use of work orders or work tickets to validate the type and quantity or work performed by staff.

7. Develop a process to periodically evaluate standards and validate the internal inspection process.

8. Identify the types of equipment that will facilitate workflow and increase productivity, e.g., larger mowers, blowers, etc.

9. Develop a cyclical replacement program for equipment and vehicles to assure that the necessary tools are available to support program activity.

10. Through the Internet, develop and maintain a customer satisfaction survey for different program activities.

III. Action Plan and Timetable

A. Past Years Accomplishments

Highlights of the past year's program activities are as follows:

1. Based on recommendations received from a certified arborist, the program initiated the removal and replacement of coconuts and other palms at Iolani Palace, the Eternal Flame, Vineyard Street Parking Structure and the Waikiki-Kapahulu Library for health and safety reasons.

2. Initiated landscape projects at the Vineyard Street Parking Structure, and the Leiopapa a Kamehameha, the Kalanimoku and the Kekuanaoa buildings to reduce maintenance requirements.

3. Completed the reorganization of the program to address staff losses due to reduction-in-force and Legislative action.

4. Completion of the installation and staff training of Weather Trax, an irrigation control system that will allow the program to maximize water conservation at 10 major state office buildings in the downtown civic center area.

B.   Year One and Two

In addition to the above, work continues in the following areas:

1.   Recruitment and filling of staff vacancies.

2.   Develop a training program for the Groundkeeper I's to provide the necessary skills to repair irrigation systems.

3.   Continued refinement of the internal inspection process to identify areas that require additional attention and to validate performance levels of the groundskeeping staff.

4.   Develop an online customer satisfaction survey for the various program activities.

C.   Year Three Through Five

The program will follow-up on unfinished objectives and any new initiatives that may be identified. As needed, priority items will be expedited.

IV.   Performance Measures

A.   Customer Satisfaction Measure

A semi-annual written survey/evaluation for the program's target groups will be distributed. Any areas of concern identified through this survey will be immediately addressed.

B.   Program Standard Measure

Standards comparable to the private sector will be formulated and monitored through internal staff inspections. Areas of concern will be corrected through established response criteria.

C.   Cost Effectiveness Measure

Private sector costs will be solicited and maintained to assure competitiveness. Additionally, annual costs will be monitored and any significant variance in expenditures shall be evaluated and corrective measures implemented as needed.

DEPARTMENT OF ACCOUNTING AND GENERAL SERVICES
ANNUAL REPORT ON GOALS, OBJECTIVES AND POLICIES

January 2012

Program ID/Title: AGS-233/Central Services-Building Repairs and Alterations

Contact Person/Phone: Dean Shimomura/831-6736

I.   Goal

      The program will strive to provide timely, responsive, quality, cost effective and
      innovative repair and maintenance services to public buildings, libraries and health
      centers statewide and focus on reducing building operating costs for DAGS' facilities.

II.   Objectives and Policies

      A.   Maintain an 80% or higher customer satisfaction rating as measured through
            quality assurance checks for scheduled minor repairs and for staff initiated
            major repairs (in-house work and 3-quote contracts).

      B.   Incrementally increase the 80% satisfaction rating to a 90% or higher rating
            during a five-year period. This more realistic 90% percentile target has been
            selected in lieu of the previously reported 98%. This reduction is based on the
            subjective nature of survey responses.

      C.   In order to meet the stated goal and objectives, the program has, or will
            implement the following action plans.

            1.   Annually, accomplish $175,000 in-house repairs and upgrades for energy
                  and other utility savings by implementing projects during the normal
                  workday and on overtime.

            2.   Generate a minimum total of $220,000, as funds are available, in 3-quote
                  or HePS contracts annually to conduct timely repairs in assigned
                  facilities statewide.

            3.   Annually, accomplish $65,000 or more of emergency repairs by doing it
                  in-house or contracting out.

            4.   Maintain a program of scheduled maintenance for minor repairs to assure
                  that each assigned facility receives adequate coverage.

            5.   Develop a comprehensive plan, possibly using an asset management
                  software, to identify and initiate major repair projects in assigned public
                  buildings, libraries and health centers statewide.

6.   Formalize procedures to work closely with Building Coordinators and with the Custodial Program's Building Managers to provide technical advice to building occupants on office renovation and to sequence minor and emergency repairs in the most efficient manner possible.

7.   Work with private sector vendors to identify quality building materials which will last longer and require less maintenance. Subsequently, develop and maintain appropriate pricelists to procure such products.

8.   Identify and provide tools and equipment that will facilitate work flow and increase productivity through review of literature, attendance at trade shows, and field tests.

9.   Develop an on-line customer satisfaction survey with a feedback mechanism, i.e., publication of response statistics.

10.   Provide new and refresher training for program staff to maintain a high awareness of work place safety and proper work procedures.

11.   Introduce and maintain program automation by training key program staff on the use of appropriate computer software and mini-computer applications.

12.   Develop a standard operating procedures manual to provide continuity in purchasing, paperwork, and to facilitate the retraining of newly hired or promoted staff.

III.   Action Plan and Timetable

A.   Past Year's Accomplishments

Items Nos. 1-8 and 10-12 have been completed and are being periodically refined. A summary of activities follows:

1.   The program has continued to concentrate on improving the quality of its services by using a quality assurance survey program which is directly connected to the work order system. This allows the program to initiate timely corrective action in providing better services to our customers, the building occupants.

2.   Through an energy performance contract, the program is in the process

of implementing the use of new software that will manage its asset management information. This should greatly improve and simplify the storage of asset information and the storage, prioritizing and reporting of backlog projects. The program will also have the capability to manage the program's work-order system.

3. In FY2008, the program began looking at and purchasing materials for projects that would reduce operating costs. In FY2011 we completed the installation of window tinting in 4 buildings to decrease the air conditioning cooling load.

4. The program is continuing to benchmark all DAGS facilities, on Oahu, with the United States Environmental Protection Agency's Energy Star System. Section 11 of Act 155, as amended in SLH 2009 only required us to complete this once.

5. The program has begun scheduling, on a five year cycle, the retro-commissioning of all DAGS facilities, on Oahu, per the requirements of Secton 11 of Act 155, as amended in SLH 2009 and is currently seeking funding.

6. Program staff has continued to attend training and have looked at different technologies which may be used to increase energy efficiency.

7. Program staff has continued to attend training for LEED and energy efficiency and 2 engineers obtained their certification as LEED Green Associates.

B. Year One and Two

1. The program will continue to identify energy efficient projects per the requirements of Act 96, SLH 2006, which mandates and focuses the state's efforts on energy efficiency, conservation and energy alternatives.

2. The program will continue the implementation process for the installation of the software that will manage its asset information and work order system. The system will be put online within the first year.

3. The program will continue to seek and identify funding to, on a five year cycle, retro-commission of all DAGS facilities, on Oahu, per the requirements of Secton 11 of Act 155, as amended in SLH 2009.

4. The program is also planning to continue to update the major repair backlog by capturing major building operating components and using component lifecycle guidelines to evaluate its existing useful life.

5. The objectives as outlined in the above Items Nos. 1-9 and 12 will continue to be refined.

6. Identify and prioritize CIP projects for FY 13 through on-site visitations.

C. Year Three thru Five

The program will follow-up on unfinished objectives and any new initiatives that may be identified. As needed, priority items will be expedited.

IV. Performance Measures

A. Customer Satisfaction Measure

Customer satisfaction surveys are sent to the customer for each major repair project that is completed by program staff. All customer satisfaction surveys for minor repairs will be included in the custodial surveys. Results will be tabulated and any comments warranting concerns will be immediately addressed.

B. Program Standard Measure

Standards and practices comparable to the private sector will be formulated and monitored through internal staff inspections. Areas of concern will be corrected through established response criteria.

C. Cost Effectiveness Measure

Private sector costs will be solicited and maintained to assure competitiveness. Additionally, annual costs will be monitored and any significant variance in expenditures shall be evaluated and corrective measures implemented as needed.

DEPARTMENT OF ACCOUNTING AND GENERAL SERVICES
ANNUAL REPORT ON GOALS, OBJECTIVES AND POLICIES

January 2012

Program ID/Title: AGS 240/State Procurement

Contact Person/Phone: Aaron S. Fujioka/587-4700

I.   Goals

      To best serve the taxpayers of Hawaii and stakeholders in State and County agencies by
      providing effective and efficient procurement and inventory management practices, with
      quality, timeliness, maximizing competition, and maintaining integrity. To achieve the
      greatest value from procurement resources while creating a procurement environment
      and framework which nurtures a strong vendor community and peak vendor
      performance; to coalesce public-private partnerships enhancing the services and
      products provided to the citizens of the State of Hawaii.

II.   Objectives and Policies

      A. Procurement Training.

         Provide training for all purchasing entities to gain an understanding of procurement
         and inventory statutes, rules, policies, and processes. Integrate and coordinate
         training on related subjects such as risk management, audits, and green purchasing.
         Similarly, provide training for vendors seeking to do business with the State and
         counties.

      B. Hawaii Electronic Procurement System (HePS).

         Continue to integrate electronic purchasing to automate procurement processes,
         reduce procurement cycle times and increase the competition for goods and
         services.

      C. Procurement Modernization and Streamlining Plan.

         Modify the Procurement Code to simplify and streamline procurement processes to
         enable agencies to expeditiously acquire resources they need to perform their
         missions.

      D. Purchasing Card (pCard) Program.

         Continue to provide training and support for departments to maintain and increase
         levels of efficiency for small purchase procedures with the use of pCards. Establish
         annual meeting of fiscal officers to network, open discussion of issues or concerns,
         and provide management reports to assist in the analysis of purchasing activities.

Integrate the pCard as the preferred method of payment into price list contracts and HePS purchases. Develop a program to conduct periodic audits of compliance with program procedures.

III. Action Plan with Timetable

A. Procurement Training.

Provide training for all purchasing entities to gain an understanding of procurement and inventory statutes, rules, policies, and processes. Integrate and coordinate training on related subjects such as risk management, anti-trust, audits, and green purchasing. Similarly, provide training for vendors seeking to do business with the State and counties.

1. Past Year Accomplishments

   a. Perpetuated training programs for employees and vendors.
   b. Reviewed and updated training class descriptions/synopsis.
   c. Reviewed and updated training materials and forms.
   d. Added training workshops to support user requirements and procurement processes
   e. Provided training reports and feedback mechanisms to assist jurisdictions and departments to determine the procurement training requirements and status for their employees.
   f. Commenced trainings via webinar accommodating up to 1,000 attendees per session.

2. One Year

   a. Perpetuate training programs for employees and vendors.
   b. Review and update training class descriptions/synopsis.
   c. Review and update training materials, forms and website.
   d. Develop on-demand recorded webinar training for employees and vendors statewide.
   e. Refine training reports and feedback mechanisms for jurisdictions and departments to determine the procurement training status for their employees.
   f. Add training workshops to support new user requirements and procurement processes.

3. Two Years

   a. Perpetuate training programs for employees and vendors.
   b. Review and update training class descriptions/synopsis.

        c.   Review and update training materials and forms.

        d.   Develop new staff trainers.

        e.   Refine recorded webinar presentations.

        f.   Expand Webinar training.

        g.   Review amended chapters 103D and 103F, Hawaii Revised Statutes, and applicable administrative rules for updates to training materials.

4. Five Years

        a.   Scan business, training and other environments for new training platforms, models and processes.

B. Hawaii Electronic Procurement System.

Continue to integrate electronic purchasing to automate procurement processes, reduce procurement cycle times and increase the competition for goods and services.

1. Past Year Accomplishments

        a.   Continued implementation of the invitation for bid (IFB) function.

        b.   Assisted departments in refining their departmental configurations of approval routes and eliminating users no longer using HePS.

        c.   Worked with vendor for HePS to further develop request for proposals (RFP) module for electronic submission in HePS database of vendor proposal content and agency evaluation.

        d.   Began developing HePS training in webinar format to enable better access to training.

2. One Year

        a.   Continue implementation of IFB function.

        b.   Begin implementation of RFP function.

        c.   Continue implementation and expansion of HePS training in Webinar format.

        d.   Review program requirements for issuance of new solicitation, including review of current technology

3. Two Years

        a.   Complete implementation of IFB function.

        b.   Continue implementation of RFP function.

        c.   Begin expansion of HePS to procurements of health and human services.

       d.   Market and provide training on HePS to the health and human service vendor community.

       e.   Begin implementation of the catalog and certified vendor list for SPO price and vendor list contracts.

       f.   Complete solicitation, issue, award and train.

4. Five Years

       a.   Complete implementation of the RFP function.

       b.   Complete expansion of HePS to procurements of health and human services.

       c.   Complete initial marketing and training on HePS to the health and human service vendor community.

       d.   Complete implementation of the catalog and certified vendor list functions for price and vendor list contracts.

       e.   Implement the reverse auction function of the HePS.

       f.   Complete review of additional eProcurement functionality needed and also new technologies in eProcurement.

C. Procurement Modernization and Streamlining Plan.

Modify the Procurement Code to simplify and streamline procurement processes to enable agencies to expeditiously acquire resources they need to perform their missions.

1. Past Year Accomplishments

       a.   Continued scanning for alternative procurement processes and for emerging technologies for new procurement applications.

       b.   Completed review of HRS chapter 103D procurement statutes, compilation of amendments to repeal unnecessary and obsolete language.

       c.   Submitted draft bill to new administration recommending statutory changes to streamline procurement processes. No action taken.

       d.   Issued a draft bill in June 2010 to chief procurement officers, executive department heads, procurement policy board members, private sector organizations and interested parties seeking constructive feedback.

2. One Year

       a.   Review and analyze comments and recommendations received on draft bill; incorporate amendments, as applicable.

       b.   Re-submit bill to the 2012 Legislature recommending statutory changes to streamline procurement processes and work towards its enactment.

        c.   Begin implementation of statutory changes approved by the Governor and the Legislature.

        d.   Begin analysis of revised processes and end results; including review and amendments to existing Hawaii Administrative Rules to be aligned with statutory amendments.

3. Two Years

        a.   Complete implementation of statutory changes approved by the Governor and the Legislature.

        b.   Continue analysis of revised processes and end results; work with stakeholders and chief procurement officers to amend and implement rule changes.

        c.   Submit bills to continue to simplify and streamline procurement processes.

        d.   Complete analysis of impact of process changes to the State Procurement Office's (SPO) organization.

4. Five Years

        a.   Continue to scan for alternative procurement processes and for emerging technologies for new procurement applications.

        b.   Continue to receive and analyze feedback from stakeholders and customers regarding changes to existing procurement processes.

        c.   Continue analysis of revised processes and end results.

        d.   Continue to submit bills for statutory changes needed to simplify and streamline procurement processes.

        e.   Complete reorganizations of the SPO stemming from statutory changes and also reflective of budgeted and available resources.

D. Purchasing Card (pCard) Program.

Continue to provide improved procurement processes to enable our customers to expeditiously secure the necessary goods and services to perform their duties and service their customers. The purchasing card (pCard) program provides an alternative to purchase orders and facilitates the purchase of goods and services.

1. Past Year Accomplishments

        a.   Awarded a new pCard contract to seek benefits of credit card industry technological advances, new features, and rebates.

        b.   Continued to develop and amend pCard training material.

        c.   Continued training for department pCard administrators, alternates and cardholders.

    d.   Coordinated with pCard provider on related training for cardholders.
    e.   Eliminated all ghost and department cards.
    f.   Revised form SPO 035 for requesting the use of the pCard for a statewide blocked merchant category code.
    g.   Completed conversion of pCard online management system from PVS Net to CentreSuite.
    h.   Worked with pCard provider to deactivate unused cards (no activity in 12 months).
    i.   Completed review of all accounts to ensure statewide blocks are in place.

2. One Year

    a.   Continue training workshops for cardholders.
    b.   Update State of Hawaii Purchasing Card Program Procedures Manual.
    c.   Update contact information for all pCard administrators & alternate.
    d.   Work with pCard provider to embed goods received stamp language on statement of account reports.
    e.   Encourage the implementation of an emergency pCard program for participating jurisdictions.
    f.   Continue marketing the use of declining balance cards for the Department of Education.
    g.   Review and update training material.
    h.   Work with pCard provider to streamline distribution of rebate checks.

3. Two Years

    a.   Periodically audit departments for compliance with pCard usage.
    b.   Continue training for cardholders and administrators.
    c.   Continue marketing and use of reporting capabilities.
    d.   Continue marketing and use of pCard program features.

4. Five Years

    a.   Integrate and implement new program features (i.e. Enhanced Merchant Reporting).
    b.   Perpetual updating contact information for all pCard administrators/alternates.
    c.   Expand use of reporting capabilities
    d.   Audit departments for compliance with pCard usage

A. Customer Satisfaction measures

1. Customer satisfaction surveys are being done with attendees of procurement training presentations.

B. Program Standard measures

1. Program reviews are being done on SPO's training program and HePS as well as on other procurement and inventory functions. For example, other reviews cover compliance of inventory reporting in the State's financial statements and number of purchasing jurisdictions serviced by cooperative purchasing price and vendor list contracts.

2. pCard usage and expenditures are analyzed using reports from the pCard system to review the number of purchasing cards being used by the agencies and the dollar value of pCard purchases annually. Also reviewed is the ratio of pCard transactions over purchase order transactions.

C. Cost Effectiveness measures

1. Reviews are being done on monetary savings resulting from the awarding of contracts using the HePS. Similarly, trend analyses are being accomplished for monetary savings stemming from the awarding of price and vendor lists contracts.

2. Monetary savings from the transfer of State property between custodians are being measured.

3. Rebates received for purchasing card transactions provides an actual total of funds returned to the State.

DEPARTMENT OF ACCOUNTING AND GENERAL SERVICES
ANNUAL REPORT ON GOALS, OBJECTIVES AND POLICIES

January 2012

Program ID / Title: AGS 244/Surplus Property Management

Contact Person/Phone: Aaron S. Fujioka/587-4700

I.   Goals

To effectively and efficiently provide customers (donees) with surplus property items,
and continue to be fiscally solvent with revenues equaling or exceeding expenditures.

II.   Objectives and Policies

A.   Intensifying training available to eligible and participating donees to enable
interaction with the entire spectrum of program features and to improve donee
probability of obtaining needed items.

B.   Maintain financial viability through increasing promotion on use of the utilization
and donation programs by enhancing promotion and marketing of the surplus
property program to enable Donees to benefit from the varied surplus property
available to them at significantly reduced prices.

III. Action Plan with Timetable

A.   Intensifying training available to eligible and participating donees to enable
interaction with the entire spectrum of program features and to improve donee
probability of obtaining needed items.

1.   Past Year Accomplishments

a.   Continued training of Oahu donees.
b.   Conducted neighbor island training.
c.   Added course description to the SPO Training webpage.

2.   Year One

a.   Schedule additional training sessions for eligible and
participating donees to learn surplus program
opportunities, and improve probability of obtaining
needed items for neighbor island donees.

      3.   Two Years

          a.   Continue to update training presentations provided to donees.
          b.   Scan business environments for new technologies and processes to enhance the delivery of donee training.
          c.   Implement Webinar training.

      4.   Five Years

          a.   Continue to scan business environments for new technology and processes to improve the delivery of training to eligible and participating donees.

B.   Maintain financial viability through increasing promotion on use of the utilization and donation programs by enhancing promotion and marketing of the surplus property program to enable Donees to benefit from the varied surplus property available to them at significantly reduced prices.

      1.   Past Year Accomplishments

          a.   Redesigned the program website to facilitate access to program information, including eligibility requirements, application forms.

      2.   One Year

          a.   Continue to update program information to the website for accessibility to potential eligible donees.

      3.   Two Years

          a.   Continue to maintain and update webpage information.
          b.   Work towards including item images on the website.
          c.   Participate in and make presentations at workshops and other venues designed for minority owned small businesses, American Red Cross, and other non-profit, tax-exempt education and health institutions as eligible program donees.

      4.   Five Years

          a.   Continue to update and maintain webpage information.
          b.   Monitor and adjust the program's website to improve customer satisfaction.

IV.   Performance Measures

        A.   Customer Satisfaction measure - Perform trend analyses on the customer base of the Surplus Property Management program to include number of participating donees and percentage of participating donees.

        B.   Performance Standard measure - Perform trend analysis on distribution of surplus property to donees.

        C.   Cost Effectiveness measure - Perform long term and comprehensive trend analyses annually of the financial net gain or loss of the Surplus Property Management program.

DEPARTMENT OF ACCOUNTING AND GENERAL SERVICES
ANNUAL REPORT ON GOALS, OBJECTIVES AND POLICIES

January 2012

Program ID/Title: AGS-251 / Automotive Management - Motor Pool

Contact Person/Phone: Brian Saito/586-0343

I.   Goals

       Furnish a safe, dependable, and well-maintained motor pool fleet; and provide
       light duty vehicle repair service to all state agencies on the islands of Maui and
       Oahu.

       Maintain a positive revolving fund balance.

II.   Objectives and Policies

       Manage the acquisition, operation, maintenance and disposal of state motor
       vehicles to consolidate and minimize the number and cost of owning and
       operating state vehicles.

       A.   #1 – Work within budget restrictions and provide vehicles that are safe
              and reliable for state agencies.

       B.   #2 - Provide state motor vehicle services at lower cost than comparable
              private commercial motor vehicle services.

III.   Action Plan with Timetable

       A.   Objective/Policy #1 - Work within budget restrictions and provide
              vehicles that are safe and reliable for state agencies.

              1.   Required Actions

                     a.   Identify state agencies whose vehicles were scheduled to
                            be replaced this FY.

                     b.   Review affected agency vehicles to prolong operating life
                            due to budget restriction and inability to acquire new
                            vehicles.

2.   Implementation Timetable

a.   Past Year Accomplishment – Prolonged life of vehicles
scheduled for replacement during the year. Due to budget
restrictions, more repairs were performed to keep the
vehicles safe for use.

b.   One Year – Budget restrictions lifted started to replace
aging vehicles in fleet. Acquire electric vehicles and
charge stations.

c.   Two Years – Evaluate fleet planning and replacement
schedule.

d.   Five Years – Re-evaluate customer satisfaction target of
90% and evaluate feasibility of revising motor pool
program services if target objectives have not been
achieved.

B.   Objective/Policy #2 - Provide state motor vehicle services at lower cost
than comparable private commercial motor vehicle services.

1.   Required Actions

a.   Identify specific types of motor vehicle services provided
by the state motor pool program.

b.   Identify comparable motor vehicle services available from
private commercial services.

c.   Establish standards of performance to evaluate services
provided by the motor pool for comparison with private
commercial services.

d.   Evaluate costs of providing motor pool services against
the cost of comparable private commercial services.

e.   Procure private commercial motor vehicle services which are more cost effective (cheaper) than state motor pool services.

2.   Implementation Timetable

a.   Past Year Accomplishment – Maintained present fleet due to budget restriction, which curtailed buying and replacement program.

b.   One Year – Continue to offer motor pool services to state agencies. Offer our services and expertise in fleet planning and vehicle maintenance.

c.   Two Years – Continue to evaluate costs of services provided by motor pool with cost of private commercial services.

d.   Five Years – Evaluate feasibility of revising motor pool program if costs of motor vehicle services provided is not cost effective.

IV.   Performance Measures

A.   Customer Satisfaction measures – Survey developed and distributed to user agencies. Any areas of concern identified through the survey will be addressed immediately.

B.   Program Standard measure – Standards of performance to evaluate services provided by the motor pool established for comparison with private commercial services. Any areas of concern will be corrected through established procedures.

C.   Cost Effectiveness measure – Evaluate the cost of providing motor pool services against the cost of comparable private commercial services. Procure private commercial motor vehicle services, which are lower than the motor pool services.

DEPARTMENT OF ACCOUNTING AND GENERAL SERVICES
ANNUAL REPORT ON GOALS, OBJECTIVES AND POLICIES

January 2012

Program ID/Title: AGS-252 / Automotive Management - Parking Control

Contact Person/Phone: Brian Saito/586-0343

I.   Goal

        Assess and collect fees to construct, operate, improve, and maintain parking
        facilities for state employees and the public on State Lands under the jurisdiction
        of the Comptroller.

II.   Objectives and Policies

        A.   #1 - Provide safe and convenient parking for employees and the public to
                access state government buildings.

        B.   #2 - Control, operate and maintain state parking facilities with revenues
                from parking fees. Continue to generate revolving fund revenue
                necessary to construct, operate, improve, and maintain parking facilities.

        C.   #3 - Maintain a 100% utilization of employee parking stalls and a 50%
                utilization of public metered stalls.

III.   Action Plan with Timetable

        A.   Objective/Policy #1 - Provide safe and convenient parking for employees
                and the public to access state government buildings.

                1.   Required Actions

                        a.   Evaluate the parking needs for each state building based
                                on building code and program operational requirements.

                        b.   Construct or provide safe and convenient parking facilities
                                to meet the parking demand for each state building under
                                the control of the Comptroller.

2. Implementation Timetable

    a. Past Year Accomplishment – Resurfaced Parking Lot D (Supreme Court) Painted Lot P (Motor Pool)

    b. One Year – Start Modernization of Elevators in South Street and Makai Garages.

    c. Two Years – Initiate PV installation in Makai and Motor Pool Lots. Evaluate and implement traffic flow and security and safety improvements for parking facilities.

    d. Five Years – Continue to update parking facility inventory and install new safety, security and convenience improvements to parking facilities.

B. Objective/Policy #2 - Control, operate and maintain state parking facilities with revenues from parking fees. Continue to generate revolving fund revenue necessary to construct, operate, improve, and maintain the parking facilities.

1. Required Actions

    a. Establish and enforce rules and regulations for managing and controlling the use of state parking facilities.

    b. Identify all construction, operating and maintenance costs of state parking facilities.

    c. Develop and assess a parking fee schedule for various types of parking stalls which shall be used to generate revenues necessary to sustain the state parking program.

2. Implementation Timetable

    a. Past Year Accomplishments –All Parking lots re-painted or resurfaced.

    b. One Year – Continue to monitor and evaluate the demand and utilization of existing parking spaces.

        c.   Two Years – Review budget for the state parking program and initiate changes to parking fees if necessary to balance revenues with expenditures.

        d.   Five Years – Monitor the parking revolving fund balance and implement measures to maintain a positive fund balance.

C.   Objective/Policy #3 - Maintain a 100% utilization of employee parking stalls and a 50% utilization of public metered stalls.

    1.   Required Actions

        a.   Monitor the utilization of state parking facilities and implement measures necessary to provide safe, convenient and economical parking to meet parking demand.

        b.   Establish equitable procedures for assignment of parking stalls for employees.

        c.   Evaluate the utilization pattern and demand for public parking and adjust the ratio of public stalls to employee stalls to maximize revenues and utilization.

    2.   Implementation Timetable

        a.   Past Year Accomplishment – Kapolei Judiciary parking facility opened.

        b.   One Year – Strategic shift from meters to pay stations in select secured parking facilities.

        c.   Two Years – Continue to monitor parking utilization rates for all parking facilities.

        d.   Five Years – Re-evaluate procedures and parking facilities if utilization percentages are not achieved.

IV.   Performance Measures

      A.   Customer Satisfaction measure – Provide employees and public with a form to encourage customer comments. Any areas of concern identified through these comments will be addressed immediately.

      B.   Program Standard measure – Enforce rules and regulations for managing and controlling the use of state parking facilities and update policies and procedures as necessary.

      C.   Cost Effectiveness measure – Monitor the parking revolving fund balance and implement measures as required to maintain a positive fund balance.

DEPARTMENT OF ACCOUNTING AND GENERAL SERVICES
ANNUAL REPORT ON GOALS, OBJECTIVES AND POLICIES

January 2012

Program ID/Title: AGS 871/Campaign Spending Commission

Contact Person/Phone: Kristin Izumi-Nitao, Executive Director / 586-0285

I.   Goals

A.   Goal #1 - To simplify and clarify campaign spending laws in order to improve implementation and compliance.

B.   Goal #2 - To increase public education, awareness and access.

C.   Goal #3 - Increase the technological capacity to improve access, reduce paperwork, and increase compliance.

D.   Goal #4 - Upgrade the training for and ability of the committees to comply with campaign spending laws.

E.   Goal #5 - Encourage compliance.

F.   Goal #6 - Increase and stabilize CSC's institutional capacity to carry out its mission.

II.   Objectives and Policies

A.   Goal #1 - To simplify and clarify campaign spending laws in order to improve implementation and compliance.

     1. Begin process in 2007, with the assistance of a blue-ribbon advisory committee.

     2. Complete recodification draft in 2008, submit to the 2009, then 2010 legislature.

     3. Use (recodification) process to stimulate the awareness of committees and the general public.

B.   Goal #2 - To increase public education, awareness and access.

     1. Hold periodic public seminars to highlight important issues.

     2. Improve web-based information.

3. Develop capacity for regular public information releases during the electoral season on contributions and expenditures.

4. Establish procedures between campaign spending, elections and ethics offices to formalize coordination efforts.

5. Establish procedures between the campaign spending office and the procurement office to formalize coordination efforts.

C. Goal #3 - Increase the technological capacity to improve access, reduce paperwork, and increase compliance.

1. Develop front-end system so all committees can file on-line, and access additional information and assistance on-line.

2. Develop user diagnostics to serve as an early warning system for committees on potential violations.

3. Increase the analyses capability for CSC.

4. Keep the system updated, and current.

D. Goal #4 - Upgrade the training for and ability of the committees to comply with campaign spending laws.

1. Develop a comprehensive curriculum, with training modules on most asked, most problematic, and new provisions.

2. Establish a goal for minimum competency of each committee through testing and/or training.

3. Create new methods for training and disseminating information, including virtual training (i.e. web-based, DVD).

4. Hold periodic public discussions to highlight important issues.

E. Goal #5 - Encourage compliance.

1. Develop system for automatic on-line, email, and postal notifications.

2. Develop escalating penalties for repeat and gross violations.

3. Simplify, expedite disposition of offenses.

4. Automate tracking and follow up communications.

F.   Goal #6 - Increase and stabilize CSC's institutional capacity to carry out its mission.

1. In anticipation of continued annual reductions in the annual tax check-off, develop proposals to stabilize funding, including a general appropriation to be made into the trust fund at 4 to 6 year intervals.

2. Articulate the philosophy of fines as fines, not as a dependable or primary funding source for CSC operations.

3. Plan for potential staff transitions (beyond 2012).

4. Continue Commissioner development through periodic discussions, and preparing a Commissioner handbook.

5. Document procedures.

6. Evaluate space needs for possible staff expansion due to potential for increased statutory responsibilities.

7. Develop contingency plans for public funding scenarios.

III.   Action Plan with Timetable
(Completed objectives of the Strategic Plan from past years are not listed.)

A.   Goal #1 - To simplify and clarify campaign spending laws in order to improve implementation and compliance.

o   **Past Year Accomplishments** – Objectives #1-#3 were completed last fiscal year.

Legislation. We drafted and sought introduction of House Bill 257 to make technical revisions to the campaign finance laws for purposes of clarity, consistency, and style as well as to seek substantive changes such as regulating automated phone calls, changing the report filing deadlines, requiring noncandidate committees to specify in disclosure reports the name of the candidate that is supported or opposed by an independent expenditure of the committee, reinstating partial public funding for prosecuting attorney candidates, providing monetary ceilings on the price of fundraiser tickets that may be purchased with campaign funds, and imposing fines for designated reports or notices untimely filed (or unfiled). This bill stalled in a joint conference committee with the Senate and House. When legislative session commences, we will seek to open conference on this bill again. The Commission's remaining two bills which proposed changes to the report filing deadlines and an additional report by committees as well as prohibiting a candidate from using contributions to pursue nomination and election to another state or county office without the contributor's written consent, did not pass this session.

Other legislation of significance that we provided written and oral testimony and/or tracked included House Bill 443 which prohibited subcontractors and contract bidders submitting an offer for a government contract solicitation from making campaign contributions, House Bill 872 which added new requirements for noncandidate committee registration including additional disclosures as well as repealing reporting for corporations, and House Bill 1572 which amended the Hilo County Council Comprehensive Public Funding Pilot Program (HCCCPF) to add an alternative funding mechanism, raise the program cap, repeal the requirement of a minimum fund amount, extend the period for signature collection, and repeal equalizing funds. We expressed concerns in each of these bills mainly for purposes of implementation, resources, and inconsistencies. None of these bills passed. Further, we provided oral and written testimony at the Senate Ways and Means Committee and the House Finance Committee regarding the budget bill and tracked its progress.

Advisory Opinions. Under HRS §11-315, the Commission may render written advisory opinions upon the request of any candidate, candidate committee, noncandidate committee, or other person or entity subject to campaign finance laws, as to whether the facts and circumstances of a particular case constitutes or will constitute a violation of the laws. If no advisory opinion is rendered within ninety (90) days after all information necessary to issue an opinion has been obtained, it shall be deemed that an advisory opinion was rendered and that the facts and circumstances of that particular case do not constitute a violation of the campaign finance laws. During this period, we issued four (4) Advisory Opinions which are all posted on our website once approved by the Commissioners in a publicly noticed meeting.

Advisory Opinion 10-01 held that the campaign finance laws permit an elected official to use campaign funds for "ordinary and necessary expenses" of the office which include travel expenses to conduct State or county business; bonafide registration and travel expenses for conferences and workshops directly related to the official's duties and responsibilities; expenses to organize and host community meetings to disseminate information and gather public comment regarding issues relevant to the elected official; expenses for leis for official events or office events, but not leis for legislators; and legislative opening day expenses and inaugural expenses for food and beverages to host constituents.

Advisory Opinion 10-02 held that no contribution is received by a candidate who speaks at a professional association's meeting. Reasonable overhead meeting expenses of a regularly scheduled association meeting paid by the association or its members are not a contribution if there are no additional costs in connection with the candidate's attendance.

Advisory Opinion 10-03 held that a candidate is prohibited from contributing campaign funds to another candidate or committee, but may purchase with

campaign funds "not more than two tickets for each event held by another candidate or committee."

Advisory Opinion 11-01 held that ActBlue, a political committee registered with the FEC, may accept and disburse earmarked contributions subject to the $1,000 per person election limit as a noncandidate committee; that the earmarked contributions would count toward the individual contributors' contribution limits; and that it must report the earmarked contributions on Schedule A and the disbursement to candidates on Schedule B1.

o **One Year** – Continue to draft legislation seeking further technical revisions to the campaign finance laws for purposes of clarity, consistency, and style as well as to seek substantive changes such as regulating and reporting independent expenditures, filing deadlines, and electioneering communications. Continue to render advisory opinions as required.

o **Two Year/Five Year** - Continue to update the law and administrative rules as well as issue advisory opinions as needed.

B. Goal #2 - To increase public education, awareness and access.

o **Past Year Accomplishments** – Objectives #1-#5.

Hold Public Seminars. Community presentations to noncandidate committees, corporations, community groups, contractors, certified public accountants, political parties, etc., on various areas of campaign finance laws are regularly delivered when requested. An invitation to facilitate and present a table topic for general counsels at the Council on Governmental Ethics Laws' (COGEL) Annual Conference in December 2010 was met. Additionally, requests to respond to media inquiries are accepted where practicable.

Improve Web-Based Information. We have an ongoing partnership with the State of Hawaii's Information & Communication Services Division (ICSD) to improve our website which contains three (3) statutorily required electronic filing systems for candidate committees, noncandidate committees, and corporations. For purposes of transparency, much of the Commission's operations, business, and finances are posted online including but not limited to Commissioners' biographies, meeting agendas, meeting minutes, newsletters, conciliation agreements, advisory opinions, Hawaii Election Campaign Fund (HECF) information, annual reports, campaign finance statistics, and the Strategic Plan. Information of current interest is constantly identified and posted on the Commission's website including laws and rules changes, reporting deadlines, enforcement issues, new case law, and contribution limits. There are also links to viewing reports, filing reports, seeking guidance including e-learning presentations, forms, and qualifying for public funding. In 2010, three (3) presentations concerning candidates and candidate

committees, partial public financing, and noncandidate committees were updated and taped as e-learning videos which were then posted online to be available 24/7.

In May 2011, we began a discussion and researched **social media tools** such as Facebook and Twitter to leverage our capabilities to increase, enhance, and supplement our communication efforts to inform the public of important and time sensitive campaign finance information. In June 2011, DAGS approved our request to employ these applications.

Develop Capacity for Regular Public Information Releases During the Electoral Season on Contributions and Expenditures. When training classes are scheduled, announcements are placed in appropriate mediums to inform the public. Regular requests are made to the Comptroller to approve paystub messages to government employees to remind them of the $3 check-off to the HECF on their state tax returns. Articles are written and submitted to the Hawaii Society of Certified Public Accountants for publication concerning campaign finance. Staff compose and mail biannual newsletters which capture important information to share with interested parties including candidates, candidate committees, chairpersons, treasurers, noncandidate committees, and others. In preparation for 2012 elections, forms, presentations, and guidebooks for candidate and noncandidate committees have been reviewed, updated, and posted on our website. The Commission's Annual Report for FY 2011 was approved at a publicly noticed meeting on August 10, 2011 and posted on our website. Pursuant to Act 244, in September 2011, we issued newspaper ads stating that there was $3.5 million in the HECF to run the HCCCPF project absent the equalizing funds program as a result of recent federal case law.

Establish Procedures Between Campaign Spending, Elections and Ethics Offices to Formalize Coordination Efforts. We continue to work with the Office of Elections in arranging joint training presentations concerning the campaign process for candidates. We also provide informational packets to the Office of Elections for them to give to candidates who file their nomination papers. Further discussion with the Office of Elections is expected to continue to identify collaboration on shared issues to include legislation. Monthly meetings with State Ethics Commission, Honolulu Ethics Commission, and Office of Information Practices (OIP) started in 2011 to identify areas in which we may be able to partner and coordinate efforts including legislation and public seminars/training efforts.

Establish Procedures Between the Campaign Spending Office and the Procurement Office to Formalize Coordination Efforts. Since 2009, we have been working with the State Procurement Office (SPO) to notify them monthly of fines and penalties imposed by the Commission for purposes of compliance with HAR §3-126-11.01.

o **One Year** - Continue to drive the public to our website and utilize social media applications to inform and educate. Complete the subscribe-unsubscribe e-mail system to connect with candidates, committees, and the public. Plan, organize, and

host trainings for 2012 elections. We will be looking at bringing back random audits of candidates and committees filing disclosure reports as a mechanism to not only increase compliance but as an educational tool to improve a better understanding of campaign finance laws. Continue to collaborate with Office of Elections, State Ethics Commission, Honolulu Ethics Commission, and OIP.

o **Two Year/Five Year** - In an economic upswing, hold the National Campaign Finance Law Forum in Hawaii. Update guidebooks, manuals, and e-learning videos as needed.

C.   Goal #3 - Increase the technological capacity to improve access, reduce paperwork, and increase compliance.

o **Past Year Accomplishments** – Objective #4.

Keep the System Updated and Current. Appropriate work orders are constantly submitted to ICSD to tweak the system including modification to accommodate new reporting periods, adding new late contribution reports for special elections, building a subscribe-unsubscribe program, and developing any new systems. As a result of an unfunded legislative mandate, the Commission was required to build and launch a **corporate electronic filing system**. Effective January 1, 2011, corporations are required to file a report with the Commission for contributions from its own treasury that aggregate more than $1,000 per two year election period made directly to a candidate or candidate committee. See, HRS §11-332(a). In partnership with ICSD, this system was launched on March 31, 2011. A "Corporate Administrator-User Guide" was created and made available on our website. Additionally, there have been a number of modifications (business requirements) to the candidate committee, noncandidate committee, and corporate filing systems. Periodic meetings with ICSD are held to check the status of our work orders as well as discuss whether training and/or upgrades are needed to maintain our systems.

o **One Year** - Continue to work and meet with ICSD to identify areas and ways to further this goal. Consideration of other areas such as cloud computing, Google +, and Quick Response (QR) codes are being researched for application to increase, supplement, and enhance communication with candidates, committees, corporations, and the public.

o **Two Year/Five Year** - As ICSD is able to complete our work orders with respect to our electronic filing systems, we will continue to collaboratively identify analyses capability of contributions and expenditures data. In recognition that technology plays a critical role in communicating, it is important to remain abreast of newer applications and social media which will enable us to more effectively improve access, increase compliance, and meaningfully engage stakeholders and interested parties. Evaluate current systems, hardware, and software to determine whether upgrades are needed. Maintain dialogue with

ICSD to ensure Memorandum of Agreement (MOA) with the Public Utilities Commission (PUC) which permits the Commission to house its two (2) blade servers in PUC's blade center and use of PUC's disk storage until March 2013 is continued or other arrangements are made.

D. Goal #4 - Upgrade the training for and ability of the committees to comply with campaign spending laws.

o   **Past Year Accomplishments** – Objective #1.

Develop a Comprehensive Curriculum, with Training Modules on Most Asked, Most Problematic, and New Provisions. In an effort to prepare candidates of the numerous reporting requirements and laws regarding campaign finance, training classes were offered in pre-election years across the State. There were five (5) classes offered in 2010 with 104 attendees who attended presentations on candidate committees, noncandidate committees, and public financing. In preparation for 2012 elections and in consideration of new case law, we have revised our powerpoint training presentations, guidebooks, and forms which are all available on our website.

As early as 2007, certified public accountants were attending these trainings because they were often employed or asked to assist with treasurer duties of candidate and noncandidate committees. Accordingly, with the assistance of Commissioner Chair Paul Kuramoto, we were approved to provide Continuing Professional Education credits by the Board of Accountancy to certified public accountants. Our instructor certification must be annually renewed and our current certification will expire in December 2011.

o   **One Year** - Update e-learning videos on our website if any new legislation is enacted. Work with ICSD to determine the magnitude of a project to test online all candidates filing nomination papers for knowledge of campaign finance laws and rules. Renew our instructor certification with Board of Accountancy.

o   **Two Year/Five Year** – Explore other avenues for training and disseminating information including digital publications.

E. Goal #5 - Encourage compliance.

o   **Past Year Accomplishments** – Objectives #1-#4.

Develop System for Automatic Online, Email, and Postal Notifications. ICSD began work on the subscribe-unsubscribe system in 2011 which we anticipate will be functional and operational by fall 2011. Continued collaboration with ICSD is anticipated to identify newer technologies and mobile applications to increase communication and engagement with stakeholders. Our decision to employ social media tools was meant to enhance and increase our communication efforts to

inform committees of important and time-sensitive information to obtain better compliance.

Develop Escalating Penalties for Repeat and Gross Violations. We continue to find that candidates and committees are not filing their reports timely or not at all. In consideration of staff resources in getting these parties to file their reports, the Commission decided to consider other remedies including filing complaints against violators. This resulted in thirteen (13) complaints totaling $8,395.29 being considered at three Commission meetings in March, April, and June 2011. Of these thirteen (13) complaints, two (2) applications in First Circuit Court were filed in June 2011 to seek judicial enforcement of Commission orders pursuant to HRS §11-410(d) as a result of noncompliance. We intend to file more applications if violators fail to comply with Commission orders. Although this process has been time consuming and requires process servers to be retained for purposes of serving filed court documents, it is our hope that a contempt of court for failure to comply with a Commission order will be an effective deterrent for late reporters and non-reporters.

As for other fines imposed, a total of $30,242.31 was assessed in FY 2011 for various campaign finance violations.

Simplify, Expedite Disposition of Offenses. Representative of this objective are conciliation agreements which are essentially settlement agreements negotiated by the staff and approved by the Commissioners in a publicly noticed meeting, and complaints filed either by the staff or an outside party. In FY 2011, there were twenty-three (23) conciliation agreements which were approved resulting in a total of $6,295 in administrative fines and fifteen (15) complaints decided. Of the fifteen (15) complaints, thirteen (13) were due to late reports or non-reporting (see above), one (1) was an alleged false contribution, and one (1) was an alleged excess contributions, non-resident contributions, failure to report, and improper registration. The last two complaints and two of the late reports complaints were dismissed. Only one complaint concerning late reports was withdrawn. Total fines imposed in FY 2011 was $38,637.60.

We still remain involved in litigation in Yamada v. Kuramoto, et. al., Civil No. CV10-0497. On October 13, 2010, the federal district court enjoined the Commission from enforcing any contribution limits to a noncandidate committee making solely independent expenditures. An appeal to the 9th Circuit Court by the attorney general was withdrawn on June 9, 2011 as a result of a 9th Circuit Court decision in Thalheimer v. City of San Diego issued that same day. Essentially, Thalheimer held that restricting independent expenditures on political speech has a chilling effect extending well beyond the government's interest in preventing quid pro quo corruption. It therefore foreclosed the argument that the State has a justifiable interest in preventing corruption or the appearance of corruption in regulating independent expenditures. Notwithstanding the dismissal of this issue, there will be further litigation to resolve remaining matters in this lawsuit

including another order issued by Judge Seabright denying plaintiffs' request for a preliminary injunction concerning disclosure requirements applicable to noncandidate committees and a challenge to the state contractor provision.

Automate Tracking and Follow Up Communications. As ICSD is able to complete our current requests for modifications to the candidate committee filing system and noncandidate committee filing system, a request to automate the identification of late report filers and the automatic generation of late report letters will be submitted. Other measures to automate our system will be identified and continued work with ICSD is expected.

In addition, to encourage compliance, we encourage people to call us and go to our website. The staff handles numerous phone calls, walk-ins, and inquiries daily. There are computers located in our office for parties to file their reports and to seek our assistance.

o **One Year** – As mentioned earlier under Goal #2, we will be looking at bringing back random audits of candidates and committees filing disclosure reports as a mechanism to not only increase compliance but as an educational tool to improve a better understanding of campaign finance laws. We will also be working with Office of Elections concerning certification of elected officials if they have been delinquent with their reports.

o **Two Year/Five Year** – Identifying other strategies to increase and encourage compliance.

F. **Goal #6 - Increase and stabilize CSC's institutional capacity to carry out its mission.**

o **Past Year Accomplishments** – Objectives #1, #3-#5, and #7.

Proposals to Stabilize Funding. The Commission's operating expenses and public financing programs are funded by the HECF which is a trust fund within the state treasury. See, HRS §11-421. Revenue sources for the HECF are generated from the $3 state income tax check-off, the interest generated from the principal, and any funds that escheat to the HECF pursuant to campaign finance laws. Prior to the 2008 Legislature, another revenue stream was administrative fines imposed by the Commission. The 2008 Legislature amended the law so that these fines are now deposited into the general fund rather than the HECF. While the legislature increased the state tax check-off for the HECF from $2 to $3, the number of check-offs continue to decline. In FY 2011, a total of $374,051.45 in revenue was generated and a total of $881,957.12 in expenditures was incurred, thereby closing FY 2011 with a balance of $4,141,216.20.

As for public funding, the Commission funds and services two (2) public financing programs – partial public financing and comprehensive or full public

financing which is the HCCCPF program. By law, the HCCCPF program provides for a statutory ceiling of $300,000 for all qualifying candidates during election years 2010, 2012, and 2014. See, Act 244, SLH 2008, Section 12. As such, the HCCCPF program may deplete as much as $1 million from the HECF for the 2010, 2012, and 2014 elections. As the balance of the fund declines, the interest on the fund is also rapidly declining. The situation is amplified to the extent that our state's economic situation is in crisis. A proposed bill to request a general appropriation to the HECF was withdrawn when the state's fiscal situation worsened in January 2009. It is projected that an appropriation will be needed by at least 2014, if not sooner, and thus, strategies must be developed to anticipate this need.

Plan for Potential Staff Transitions (beyond 2012). Before staff members are able to carry out specified transactions, DAGS requires multiple training classes for procurement, etc. By increasing the number of staff members attending classes, more are qualified to carry on the various types of administrative work necessary to complete the Commission's work. Furthermore, each staff member drafts and maintains procedures documenting their position and respective duties which are reviewed and shared. Notably, in FY 2011, the Commission experienced significant staff transitions as a result of retirements – i.e., a new Executive Director, General Counsel, and Elections Assistant.

Continued Commissioner Development. A Commissioner's handbook was developed in FY 2008 which was updated in FY 2011. Commissioners are also regularly updated on any new or developing issues (e.g., court cases, public financing concerns, tax laws, etc.) and provided information from annual COGEL conferences. At the end of FY 2011, a request was made to fund Commissioners to attend the 2011 COGEL Conference in Nashville, TN.

Document Procedures. Commission staff continue to build binders to document their duties and responsibilities as well as the steps necessary to carry out their duties and responsibilities. It is expected that as processes and procedures are added, revised, or eliminated, that the binders will be amended accordingly.

Develop Contingency Plans for Public Funding Scenarios. With respect to the HCCCPF program, we continue to emphasize in our legislative oral testimony and in meetings with legislators that the Arizona, Maine and Connecticut clean election programs all have substantial revenue for their programs coming primarily from sources other than the state tax check-off. Hawaii does not.

Notably, on June 27, 2011, in a 5-4 vote, the U.S. Supreme Court struck down the matching funds provision in the Arizona public campaign financing law in Arizona Free Enterprise Club's Freedom Club PAC v. Bennett, 564 U.S. __ (2011). The Court held that Arizona's matching fund program violated the First Amendment because it substantially burdened protected political speech of privately financed candidates and independent spending groups without serving a

compelling state interest. In effect, this case strikes down the equalizing funds provision in the HCCCPF program (i.e., Act 244, SLH 2008, Section 3).

- o **One Year** – Examine other campaign finance systems to identify revenue streams to sustain our operations and programs. We anticipate an appropriation will be needed by at least 2014, if not sooner, to fund Commission duties and responsibilities. This will be a difficult challenge in consideration of our state's economic situation, and therefore, strategies should be evaluated. Furthermore, we anticipate that the HECF will not have the minimum $3.5 million in its funds to permit the Commission from administering the HCCCPF program in the 2014 election. Continue to add processes and procedures to each position binder to provide smoother transitions in the future.

- o **Two Year/Five Year** - Look for additional sources of funding. Consider strategic planning as the present 5-year plan approaches an end in 2012.

IV.   Performance Measures

A.   Customer Satisfaction measure - Evaluate website use by the general public and interest in campaign spending information by analyzing statistical data on the number of visits to our website and determination of what pages have the most viewer interest. Utilize the statistical analysis to improve the contents and user-friendliness of the Commission's website. Also evaluate training session attendance and hits on website e-training. Gather input from customers seeking phone assistance and attending classes.

B.   Program Standard measure - Number of serious campaign spending law violations should decline as compliance increases as a result of the Commission's widely-publicized investigations, as candidate training sessions increase, as public use of the Commission's website increases, as random audits of disclosure reports are reinstated, and as enforcement remains proactive and stable. Consideration and evaluation of Commission operations and programs including identification of core business should be considered as well as continued strategic planning as the 5-year plan approaches an end in 2012. Both discussions are vital to help guide and aid the Commission in prioritizing issues which will be critical in recognition that 3 of the 5 Commissioners have terms which end in 2011.

C.   Cost Effectiveness measure – We believe we can be cost effective if we can continue to carry out our duties and responsibilities without increasing costs significantly. We continually look for new ways to work more efficiently and implement changes accordingly.

DEPARTMENT OF ACCOUNTING AND GENERAL SERVICES
ANNUAL REPORT ON GOALS, OBJECTIVES AND POLICIES

January 2012

Program ID/Title: AGS 879, Office of Elections

Contact Person/Phone: Rhowell Ruiz, 453-8683

I.   Goal

To provide secure, accessible, and convenient election services to all citizens statewide.

II.   Objectives and Policies

To maximize voter participation in the electoral process by developing policies and procedures that encourages registration and turnout.

A.   Direct and coordinate election services statewide and assist counties with county elections.

1.   Provide election services statewide.

2.   Prepare, procure, and control inventory of election ballots for state and concurrently conducted county elections statewide.

3.   Provide secure, accessible, and convenient voting services to all eligible voters statewide.

4.   Process, tabulate, and distribute election results statewide.

5.   Provide computer support services (hardware and software applications) for elections (state and county) and related agencies.

6.   Provide logistical and warehousing support for elections (state and county) and related agencies.

B.   Provide voter registration services to qualified citizens.

1.   Maximize voter registration statewide.

2.   Equalize voter registration between districts statewide.

The Office of Elections coordinates its activities to maximize and equalize voter registration in close participation with the Offices of the City/County Clerks.

C.   Provide public education with respect to voter registration and information.

Election information must be made more available to the public. We foresee continued utilization of the Internet and print and electronic media to provide voter education and candidate information.

D.   Maintain data relating to registered voters, elections, apportionment, and districting.

We strive to increase accessibility of information by making statistical data readily available to the general public. We will continue to post election reports, results, and other pertinent information on our office Internet website.

E.   Serve as secretary and furnish all necessary technical services to the Reapportionment Commission.

The Reapportionment Commission convened in 2011. The Office of Elections is responsible for providing administrative and technical support to the Reapportionment Commission. The office has worked with the Department of Census Bureau to ensure records are maintained and updated for the reapportionment.

F.   Provide staff support to the Elections Commission

The Office of Elections shall provide staff support to the Elections Commission as requested. The duties of the Elections Commission are to hold public hearings, investigate and hold hearings for receiving evidence of any violations and complaints, adopt rules pursuant to chapter 91, employ a full-time chief election officer, and advise the chief election officer relating to elections.

G.   Provide staff support to the Board of Registration

We shall continue to provide staff support to the Board of Registration. The purpose of the Board is to hear and decide appeals that arise from a voter challenge or from an appeal of a clerk's decision regarding voter registration.

H.   Conduct elections in compliance with all federal and state laws.

This includes, but not limited to, the Help America Vote Act (HAVA), Voting Right's Act (VRA), National Voter Registration Act (NVRA), Uniformed and Overseas Citizens Absentee Voting Act (UOCAVA), Voting Accessibility for the Elderly and Handicapped Act, and American with Disabilities Act (ADA).

III.   Action Plan with Timetable

A.   Past Year Accomplishments (FY2011)

1.   Conducted the 2010 Primary and General Elections.

2.   Conducted preparations for the 2010 election cycle. Reviewed, assessed and evaluated the 2010 Election activities. Procured election equipment, materials, and supplies.

3.   Implemented the permanent absentee voter program. The applications were printed and distributed. An education campaign was launched to inform voters of this program.

B.   One-Year Accomplishments (FY2012)

1.   Review, assess and evaluate the 2010 Election activities. Inventory election equipment and supplies.

2.   Implement any new procedures for the 2012 election cycle, based on assessment of 2010 Election activities.

3.   Prepared for the 2012 election cycle by acquiring supplies, equipment and services; securing polling places and hiring seasonal staff.

4.   Established the reapportionment commission. This included preparing the operating budget and obtained funding through an emergency appropriation and supplemental budget request. Procured a geographic information system consulting contract, and worked with the U.S. Census Bureau for data collection.

5.   Provided assistance to the 2011 Reapportionment Commission to conduct the reapportionment, as needed.

C.   Two-Year Accomplishments (as of June 30, 2014)

1.   Conduct the 2012 Primary and General Elections.

2.   Conduct stand-down activities of the 2014 election cycle. Review, assess and evaluate 2012 elections. Inventory and perform preventive maintenance on equipment, inventory and supplies.

3.   Initiate and continue preparations for the 2014 Primary and General Elections, including procurement of election equipment and supplies.

4.   Implement any new procedures for the 2014 election cycles, based on assessment of previous election cycles.

5.   To have implemented changes from the 2011 Reapportionment.

D.   Five Years (As of June 30, 2015)

1.   Implement electoral district changes by the reapportionment commission.

2.   To have acquired and procured a new voting and vote counting system contract after expiration of previous contract after 2014 election cycle.

3.   Review the statewide voter registration system. The current system is shared between the State and the counties and administered by the City and County of Honolulu. Technological advances and aging systems will require the voter registration to be migrated to a new platform. This system will require information technology staffing, administrative and infrastructure housing.

IV.   Performance Measures

A.   Customer Satisfaction Measure

The number of complaints and challenges we receive, on or following, each election. This data is important to determine how effectively voters have been informed of their rights and responsibilities and how effectively we have served their communities.

    B.   Program Standard Measure

             The number of people who continue to register to vote and cast their vote on Election Day.

    C.   Cost Effectiveness Measure

             No effective measurement of benefit is available except for feedback from voters and expenditures not exceeding budget amount.

DEPARTMENT OF ACCOUNTING AND GENERAL SERVICES
ANNUAL REPORT ON GOALS, OBJECTIVES AND POLICIES

January 2012

Program ID/Title: AGS-891/ Enhanced 911 Board

Contact Person/Phone No.: Thera G. Bradshaw, Executive Director, 213-840-0683
                               Courtney Tagupa, Deputy Executive Director,
                               808-447-8919

I.   Goal

The goal of the Enhanced 911 Board (the Board) is to provide adequate cost recovery to the wireless service providers (WSP) and 9-1-1 public safety answering points (PSAPS) to provide enhanced 911 service as stipulated in Act 168 (11) signed into law by the Governor June 27, 2011.

II.   Objectives and Policies

The objective of the Board is to administer the collection of the monthly 9-1-1 surcharge for the purposes of ensuring there is adequate funding to deploy and sustain enhanced 9-1-1 service and to develop and fund future enhanced 9-1-1 technologies. The Board disbursements from the fund pay for the reasonable costs to lease, purchase, or maintain all necessary equipment. This includes computer hardware, software, and database provisioning, required by the public safety answering point to provide technical functionality for the wireless enhanced 911 service including any expenses associated with the planning phases and training of personnel in any new and emerging technologies pursuant to the Federal Communications Commission order and the Congressional New and Emerging Technologies Act.

III.   Action Plan with Timetable

The Board's action plan is to develop and implement the policies and procedures to meet the goals and objectives of the Board.

A.   Past Year Accomplishment

1. Collected revenues totaling $8,293,941 ($8,285,183 in surcharges and $8,758 in interest income).

2. Incurred expenditures and encumbrances totaling $8,654,220
    a. $7,351,314 PSAP reimbursements.

       b. $720,491 Department of Budget and Finance special fund assessments.
       c. $231,250 Wireless Service Provider cost recovery.
       d. $19,745 Board and Committee member interisland travel
       e. $331,420 Board administrative expenses.

3. The board retained a contractor, the TKC Consulting Group, to provide Executive Director Services for the Enhanced 9-1-1 Board.

4. TKC Consulting Group retained Ke'aki Technologies to provide Deputy Director Services who administers financial and administrative duties.

5. Developed and implemented a 5 year strategic budget for the Enhanced 911 Fund.

B. Current Year Goals and Objectives

1. Continue reimbursements to the PSAP's and WSP's from the 9-1-1 Fund in order to provide technical functionality for enhanced 9-1-1 service and new and emerging technologies involving enhanced 9-1-1.

2. Evaluate the long term financial needs of the Fund in order to make recommendations to the legislature on emerging technology improvements to better serve the public through enhanced 9-1-1.

3. Monitor and modify as needed the 5 year spending plan through FY2016.

4. Assist PSAPs in planning and facilitation of current and future emerging technologies advancements to improve for enhanced 911 services.

5. Develop and make recommendations to the legislature on modifications to HRS 138, to assure statewide coordination for 9-1-1 services and move the State towards implementation of the Next Generation of 9-1-1. HB 1000 passed and the Governor signed Act 168 (11) into law June 27, 2011.

C.   FY2012 – 2016 Goals and Objectives

1. Continue to provide reimbursement from the Fund in order to provide technical functionality for statewide enhanced 911 services.

2. Evaluate the long term financial needs and make recommendations to the legislature on necessary adjustments to the fund and the monthly surcharge.

3. Monitor and modify as needed the 5 year spending plan through FY2016.

4. Assist PSAPs in planning and facilitation of current and future technological advances to modernize and improve enhanced 911 services for the State of Hawaii.

5. Develop and make recommendations to the legislature on modifications to HRS 138, to assure statewide coordination for 9-1-1 services and move the State towards implementation of the Next Generation 9-1-1 technologies that will enable the public to send texts, photos, videos and other data. HB 1000 passed and Act 168 (11) was signed into law June 27, 2011.

IV.   Performance Measures

The Board developed the following measures of effectiveness, which were reported under the annual performance measure review:

A.   Percent of Public Safety Answering Points (PSAPs) that are maintaining Phase II compliancy.

B.   Percent of WSPs that are Phase II compliant with all PSAPs.

C.   Estimated percentage of wireless phone users that have enhanced 911 Phase II service.

D.   Estimate percent of next generation 9-1-1 capable PSAP's, WSP, and Public utility provider.

Furthermore, by the nature of this Board, the standard performance measures of Customer Satisfaction, Program Standard, and Cost Effectiveness are not applicable.

A.   Customer Satisfaction Measure – NA

B.   Program Standard Measure – NA

C.   Cost Effective Measure – NA

DEPARTMENT OF ACCOUNTING AND GENERAL SERVICES
ANNUAL REPORT ON GOALS, OBJECTIVES AND POLICIES

January 2012

Program ID/Title: AGS-901/General Administrative Services

Contact Person/Phone No.: Kerry Yoneshige/586-0696

I.   Goal

The goal of the General Administrative Services program is to provide efficient and effective executive management of the department, internal management and fiscal services, human resources management services, and to streamline and reengineer work processes through computerization, networking and greater utilization of Internet technology.

II.   Objectives and Policies

The major objectives of the General Administrative Services program are to enhance program effectiveness and efficiency by formulating policies, allocating resources, administering operations and personnel, and providing DAGS employees with immediate access to information to support their job functions by supplying e-mail, Internet, departmental knowledge database and computer application systems to enhance their work experience and customer service.

III.   Action Plan with Timetable

The General Administrative Services program's action plan is to continue to provide executive, administrative, personnel and information technology services as required to meet the goals and objectives of the department.

A.   Past Year Accomplishment

    1.   Administrative Services Office

        a.   Continuously processed encumbrances and payments on a timely basis to ensure the employees are paid on time and that vendors are paid promptly.

        b.   Maintained the system of accounts in accordance with the State Accounting System.

c. Coordinated, prepared, and submitted annual reports to the legislature.

d. Compiled and submitted required departmental biennium budget documents for the fiscal biennium 2011 - 2013.

e. Administered the purchasing card (pCard) program which now includes all eligible divisions, staff offices, district offices, and attached agencies. For FY 11, average monthly pCard purchase transactions represented 53% (or approximately 1,100 purchase transactions) of total purchase transactions.

f. Coordinated and maintained the Hawaii Electronic Procurement System (HePS), an Internet based on-line procurement system, for the department's procurements of $15,000 to less than $100,000. Divisions and attached agencies which have recurring procurements between $15,000 and $100,000 have also been trained on the HePS.

g. Coordinated and provided administrative support for the monthly meetings for the State Building Code Council that was created by Act 82, SLH 2007 on July 1, 2007, and attached to DAGS for administrative purposes

h. Maintained the Procurement and Payment Handbook/Website which was developed in 2008. The purpose of this website is to provide departmental employees with a central website that would contain the instructions/procedures to guide them in procuring and paying approximately 80% of their transactions.

i. Developed and maintained the Governor's Approval To Fill Vacant Positions DAGSNET website with the assistance of the Systems and Procedures Office.

2. Personnel Office

a. Continuously processed personnel transactions on a timely basis to ensure that employees properly and promptly received compensation, benefits and other employment services; and to ensure that the human resources needs of all of the department's programs were met.

b. Conducted 77 timely internal recruitments. Completed 71 position classification actions.

c. Advised programs on grievances, contract interpretations, consultations with unions, investigations of employee incidents, disciplinary actions, substandard performance, safety issues, recruitment and selection, personal services contracts, and family leave.

d. Advised and provided guidance to programs on their investigations; conducted three departmental investigations involving claims of ethnicity and sex discrimination, retaliation, safety violation, and employee misconduct.

e. Completed inputting out-service and non-DHRD sponsored training attended by all DAGS employees, for the period 2003 to present, into the DAGS Employee Training Database. We now have complete and up-to-date historical records of all training attended by each DAGS employee in an in-house computer data base.

3. Systems and Procedures Office

a. Installed, configured and implemented video conferencing for the Hawaii and Kauai District Offices.

b. Provided technical support to the Statewide Capital Improvement (CIP) System which was developed by the Hawaii Information Consortium (HIC).

c. Designed, developed and implemented an online Professional Services Qualification Questionnaire Database to be entered and updated via the Internet by Consultants who want to bid for Public Works Division's jobs.

B. Year 1

1. Administrative Services Office - Provide continuous administrative support to the department by:

a. The timely processing of encumbrances and payments to ensure the employees are paid on time and that vendors are paid promptly to avoid any late vendor payment interest

charges. Maintenance of a system of accounts in accordance with the prescribed State Accounting System.

b.   The coordination, preparation, and submission of annual reports to the Legislature.

c.   The preparation and coordination of departmental budgets for the Department of Budget and Finance and the Legislature.

d.   The administration of the pCard program for the department.

e.   The administration of the HePS program for the department.

f.   Update the Procurement and Payment Handbook/Website for DAGS staff.

g.   Review of all fiscal process to streamline manual procedures and automate manual procedures to gain staff efficiency.

2.   Personnel Office

a.   Continue to process personnel transactions on a timely basis to meet the needs of employees and programs.

b.   Ensure that the Department continues to comply with all State and Federal employment laws, rules, and regulations; and collective bargaining agreements in the most efficient and effective manner.

c.   Continue to actively participate in the State's civil service reform and other statewide program and policy development efforts to ensure that the department's human resource needs, concerns, and wants are addressed.

d.   Continue to develop new policies, programs, guidelines and training that meet the needs of departmental managers and employees, and helps improve relationships and operations both within and outside of the Department.

3. Systems and Procedures Office

    a. Move the Aloha Stadium Authority network connectivity from Hawaiian Telcom's frame relay lease agreement to the State's NGN network via Oceanic Cable's contract to provide access to the NGN for State agencies without recurring costs.

    b. Provide technical support to the PC energy savings program for the department. Will house the departmental PC energy usage control server that will monitor all the department's PCs.

    c. Design, develop and implement a web based Statewide Capital Improvement Project Funds Inquiry that will provide encumbrance and expenditure totals (either month-to-date or year-to-date) by department

    d. Provide technical support to the Public Works Division's request to consolidate from a multiple servers environment to a one server environment.

C. Year 2

    1. Administrative Services Office - Continuation of items a to g in Year 1.

    2. Personnel Office – Continuation of items a to d in Year 1.

    3. Systems and Procedures Office

        a. Convert the Work Order System from traditional green screen interactive computer application to Browser and Web-based computer application to provide accessibility beyond the department.

        b. Convert the BJ-2A Project Tracking and Project Priority Systems from interactive computer application to Browser and Web based computer application to provide accessibility beyond the department.

D. Year 5

    1. Administrative Services Office – Continuation of items a to g in Year 1.

2.   Personnel Office – Continuation of items a to d in Year 1.

3.   Systems and Procedures Office

    a.   Redesign the Vacation and Sick Leave System to a Web based system and distribute to all of the DAGS divisions, staff and district offices, and attached agencies. This system will be user friendly with graphical user interfaces and browser based. Because it will have a central database, departmental reports can be easily generated for the Department of Human Resources Development or external organizations such as employee unions.

    b.   Develop and implement a departmental cost control system that will utilize the office staff and open source software for this project. This system is intended for management to better monitor their expenditures.

    c.   Design, configure and implement a departmental data warehouse that will hold data from all the various computer application systems pertaining to DAGS. Management will be able to extract data to support future plans or decisions. For example, management could query the data warehouse to find out the payroll costs to maintain the Kalanimoku Building on an ongoing basis.

IV.   Performance Measures

A.   Customer Satisfaction Measure – If there are suggestions and/or complaints, an annual written survey/evaluation for agencies affected by each office will be developed and distributed. The results will then be evaluated and any area of concern identified by the users will be addressed.

B.   Program Standard Measure

1.   Administrative Services Office – Monitor the number of days to internally process vendor payments to achieve the performance standard of seven working days, number and amount of instances of interest paid for late vendor payments as compared to other state departments, and timeliness and accuracy of budget submissions to the Department of Budget and Finance.

2. Personnel Office – Number of Request for Personnel Actions received and processed within a reasonable time period. Number and type of policies, programs, guidelines and training developed, implemented, and/or provided.

3. Systems and Procedures Office – Number of user requests completed by the desired completion date. Number of man-hours saved due to implementation or enhancement of computer system. Number of DAGS' users with e-mail and Internet access. Number of hits per month to the departmental intranet site.

C. Cost Effectiveness Measure

1. Administrative Services Office – Reduction of interest on late vendor payments. Continue to monitor funding requirements of DAGS' programs to ensure compliance with appropriation limits. Office expenditures not exceeding budget amount.

2. Personnel Office – Provide programs and services with little or no additional cost. Office expenditures not exceeding budget amount.

3. Systems and Procedures Office – Job assignments completed within projections. Greater utilization of electronic routing and filing of documents. Office expenditures not exceeding budget amount.

FORMAL EDUCATION

AGS 807   School Repair and Maintenance-Neighbor Island Districts

DEPARTMENT OF ACCOUNTING AND GENERAL SERVICES
ANNUAL REPORT ON GOALS, OBJECTIVES AND POLICIES

January 2012

Program ID/Title: AGS-807/School Repair and Maintenance – Neighbor Island Districts

Contact Person/Phone: Jerry Watanabe/974-6400(Hawaii), David Victor/877-3305(Maui), Ryan Nishikawa/274-3033(Kauai)

I.   Goal

The program will strive to provide timely, responsive, quality, cost effective, and innovative repair and maintenance services to public schools on the islands of Hawaii, Kauai, Maui, Molokai, and Lanai.

II.   Objectives and Policies

      A.   Objectives and policies have been established in the Service Level Agreement (SLA) between the Department of Education (DOE) and the Department of Accounting and General Services (DAGS) dated July 1, 2005 and subsequent amendments. Those objectives which are for the neighbor islands only are as follows:

           1.   Emergency Work Orders – 90% abated within twenty-four (24) hours. 85% completed and/or secured within three (3) days.

           2.   Minor Repairs – 75% of total work orders received on or after July 1, 2008, completed within twelve (12) months. Backlogged work orders received prior to July 1, 2009, shall be completed by priority and contingent upon DAGS receiving adequate resources and funding from DOE.

           3.   The performance objectives outlined above are based on the following assumptions:

                 a.   DAGS is not executed or assigned to perform in-house major R&M or staff contract projects during this time period.

                 b.   Number of emergency and minor work orders received during any time period is similar to average historic number of work orders received during same time period.

        c.   Sufficient funds are available to purchase materials and supplies and hire contractors.

        d.   Staffing at the DAGS district offices is not significantly reduced.

4.   Monitor U fund expenditures and adjust U fund budget amounts as necessary.

5.   Continue the cycle maintenance program at schools.

6.   Administer service contracts such as refuse collection, elevator maintenance, air conditioning maintenance, grease trap maintenance, septic system maintenance, tree trimming, fire alarm, and program bell maintenance, etc.

B.   Utilize, maintain, and update the DOE Maximo work order system for emergency and minor repairs.

C.   Utilize, maintain, and update the DOE FACTRAK system to manage larger repair and construction projects.

D.   Six Year Plan – Work with DOE to develop a Six-Year Plan for the minor repair component of the school repair and maintenance program. This plan will complement the Department of Education's administration of the School R&M Program to deliver timely and responsive services.

E.   Reduce accidents and injuries by providing safety equipment and training to employees.

F.   Promote the use of modern tools and procedures to maximize worker productivity and efficiency.

G.   Replace computer hardware and software as needed to prevent obsolescence as funds permit.

H.   Reduce the number of outstanding minor repair work orders.

I.   Work to maximize limited program funds. Obtain the best values when purchasing services, materials, and supplies. Limit off island travel to essential trips only. Work overtime at distant locations such as Hana to avoid or minimize consecutive trips.

J.   Conserve energy and natural resources by installing energy efficient light fixtures and lamps. Conserve water by installing low flow plumbing fixtures and responding promptly to water leak emergencies.

K.   Use online meeting resources such as video conferencing and internet meeting applications to save time and reduce travel expenditures.

III.   Action Plan and Timetable

A.   Past Years Accomplishments

The neighbor island programs have for the most part met and achieved the goals and objectives contained in the SLA. This has been accomplished despite vacancies within the program due to hiring freezes and elimination of positions.

B.   Year One

The program will concentrate on accomplishing and refining objectives A through K despite budget restrictions. The primary focus will be to meet the criteria set forth in the SLA. Additionally, efforts will be made to keep the number of backlogged work orders to a minimum. Systematic replacement of the aging fleet of repair and maintenance vehicles will be shifted to a lower priority due to the recent acquisition of new vehicles from DOE and lack of funding. DOE and DAGS representatives will work closely to assure that work performed is prioritized appropriately at the district level to ensure that the available funding is maximized and that essential needs of individual schools are met.

C.   Year Two through Five

The program will continue with any unfinished objectives and any new initiatives that may be identified. The SLA will be amended as necessary to provide optimum service to neighbor island schools. Priority items will be expedited as needed. Systematic replacement of older R&M vehicles will become a higher priority once economic conditions improve.

IV.   Performance Measures

    A.   Customer Satisfaction Measure

        Monthly reports indicating work completed for the month and fiscal year to date compared with performance shall be submitted to DOE. Meetings with DOE and DAGS representatives will be held periodically to discuss compliance with SLA objectives and amendments if necessary. Feedback will be obtained from schools with regard to quality of work, timeliness of repairs, and courtesy of DAGS employees.

    B.   Program Standard Measure

        Standards and practices comparable to the private sector will be formulated and monitored through internal staff inspections. Areas of concern will be corrected through established response criteria.

    C.   Cost Effectiveness Measure

        Private sector costs will be solicited and maintained to assure competitiveness. Additionally, annual costs will be monitored and any significant variance in expenditures shall be evaluated and corrective measures implemented as needed.

CULTURE AND RECREATION

AGS 818   King Kamehameha Celebration Commission
AGS 881   State Foundation on Culture and the Arts
AGS 889   Spectator Events and Shows-Aloha Stadium

DEPARTMENT OF ACCOUNTING AND GENERAL SERVICES
ANNUAL REPORT ON GOALS, OBJECTIVES AND POLICIES

January 2012

Program ID/Title: AGS-818/King Kamehameha Celebration Commission

Contact Person/Phone No.: Niniau Simmons/586-0333

I.   Goal

On December 22, 1871 King Kamehameha V established June 11 as a national holiday in memory of his grandfather and founder of the Hawaiian Kingdom, King Kamehameha I. The first celebration was held on June 11, 1872 and the holiday has been observed ever since. In 1939 the legislature of the Territory of Hawaii established the King Kamehameha Celebration Commission, which formalized the events' planning and coordination by the Hawaiian nobility. Upon statehood in 1959, the holiday was the first to be recognized in the Hawai'i state constitution.

The commission's goal is to commemorate the legacy of King Kamehameha I through culturally appropriate and culturally relevant celebrations that are coordinated throughout various venues statewide.

II.   Objectives and Policies

A. Lei-draping – to dress the statues of Kamehameha in Honolulu, Hāwī, and Hilo with lei in a ceremony marked by Hawaiian tradition, language and culture.
B. Parade – to hold parades in Honolulu, Hāwī, Kailua-Kona, Lahaina, & Kāpa'a that celebrate Kamehameha's life and legacy, ensuring participants' and public safety.
C. Ho'olaulea – to hold festivals in Honolulu, Hāwī, Kailua-Kona, Lahaina and Kāpa'a that promote Hawaiian tradition, food, and culture.

III.   Action Plan and Timetable

A. Past Year Accomplishments (July 1, 2010 to June 30, 2011)

    1.   The commission hired a new Arts Program Specialist in February 2011. However, the new Arts Program Specialist resigned in June 2011.
    2.   The Honolulu parade route returned to starting at 'Iolani Palace, traversing through Waikīkī and ended at Kapi'olani Park.
    3.   The parade was televised for the first time in several years.
    4.   The Honolulu ho'olaule'a was held at Kapi'olani Park with free entertainment, cultural demonstrations, and food booths.

5. Lei-draping was held in the late afternoon and included traditional hoʻokupu.
6. The lei from the ceremony were removed by the commission on the Sunday following the parade and placed at the Kamehameha crypt at Mauna Ala in Nuʻuanu.

B. Year 1 (July 1, 2011 to June 30, 2012)

1. Recruit and fill the vacant Arts Program Specialist position.
2. 100% of all media write-ups will include Hawaiian language.
3. 100% of all media write-ups will utilize correct Native Hawaiian grammar and syntax.
4. 100% of all celebration events will have over 75% of activities grounded in Native Hawaiian tradition and culture.
5. 50% of all grants written will be funded.
6. At least one event will be held on each major Hawaiian island.
7. Establish Administrative Rules for the commission.
8. Work with already-established neighbor island celebrations to coordinate statewide planning.
9. Seek personnel funding from 2012 Hawaiʻi State Legislature for five (5) permanent positions within the commission office: one, 1.0 Executive Director; four, .5 clerk-typists. If approved, start preparing the documentation to establish the positions.

C. Year 2 (July 1, 2012 to June 30, 2013)

1. Continuation of Year 1 activities.

D. Year 3 (July 1, 2013 to June 30, 2014)

1. Continuation of Year 2 activities.

E. Year 4 (July 1, 2014 to June 30, 2015)

1. Continuation of Year 3 activities.
2. Begin planning for 100th parade in 2016.

F. Year 5 (July 1, 2015 to June 30, 2016)

1. Continuation of Year 4 activities.

IV.   Performance Measures

A. Customer Satisfaction Measure
   1. Percentage of general public surveyed for satisfaction. (Goal: 25)
   2. Percentage of general public surveyed who were satisfied. (Goal: 100)
   3. Percentage of vendors surveyed for satisfaction. (Goal: 100)
   4. Percentage of vendors surveyed who were satisfied. (Goal: 75)

B. Program Standard Measure
   1. Percentage of all events coming in at, or below, budget. (Goal: 100)
   2. Percentage of all accidents or injuries arising from celebration events. (Goal: 0)
   3. Percentage increase of attendance at Honolulu parade. (Goal: 5)
   4. Percentage increase of participation in the Honolulu parade. (Goal: 5)
   5. Percentage of program compliance with State of Hawai'i rules, including procurement, contract management, and personnel. (Goal: 100)

C. Cost Effectiveness Measure
   1. Percentage of all media write-ups will include Hawaiian language. (Goal: 100)
   2. Percentage of all media write-ups that will utilize correct Native Hawaiian grammar, syntax. (Goal: 100)
   3. Percentage of all celebration events that will have over 75% of activities grounded in native Hawaiian tradition, culture. (Goal: 100)
   4. Number of grants funded. (Goal: 50%)
   5. Percentage (25% for each major island) of at least one event that will be held on each major Hawaiian island. (Goal: 100)

DEPARTMENT OF ACCOUNTING AND GENERAL SERVICES
ANNUAL REPORT ON GOALS, OBJECTIVES AND POLICIES

January 2012

Program ID/Title: AGS-881/State Foundation on Culture and the Arts

Contact Person/Phone: Ronald K. Yamakawa, Executive Director/
                          586-0301

I.   Goals

        The State Foundation on Culture and the Arts adopted its current strategic plan,
        effective FY2009 to FY2013 in July 2008. The planning process involved six
        facilitated sessions with the public on four islands. The plan was developed prior
        to the severe economic recession we are now experiencing. The strategies to
        implement the goals are now being reassessed, or revised, or in some cases
        removed per comments in Section III of this report. The plan includes the
        following goals:

        #1 – To develop and provide resources, leadership, advocacy and awareness in
        support of culture and the arts in Hawaii

        #2 – To increase access to culture and the arts, especially to Neighbor Island and
        underserved communities

        #3 – To focus on encouraging and enhancing Native Hawaiian culture and arts,
        artists and practitioners

        #4 – To increase opportunities for arts education and experiences, especially for
        pre-K-12 grade level students

        #5 – To develop the Hawaii State Art Museum as "the people's museum" and
        fulfill its potential in furtherance of HSFCA's mission and priorities

II.   Objectives and Policies

        Objectives and policies of the FY2009-2013 strategic plan are as follows:

        A.   Goal #1 – To develop and provide resources, leadership, advocacy and
                awareness in support of culture and the arts in Hawaii

                1. Identify and seek more funding resources in support of culture and the
                   arts, particularly for the Biennium Grants Program

2. Develop partnerships for funding, programs, and broadening the impact of HSFCA's efforts (with state agencies, national and regional organizations, arts organizations and communities)
3. Maintain a clear and substantive relationship with funders, including the National Endowment for the Arts and the private sector
4. Provide training for and collaboration with constituency leaders to better reach our core constituencies
5. Encourage professional development and capacity-building opportunities for arts organizations, cultural groups, and individual artists
6. Establish a systematic process to recognize excellence in arts and culture
7. Represent Hawaii in national and regional arts organizations, boards and committees, including hosting the National Assembly of State Arts Agencies and the Western States Arts Federation meetings

B. Goal #2 – To increase access to culture and the arts, especially to Neighbor Island and underserved communities

1. Seek new sites for relocatable works of art and commissioned works on Neighbor Islands and increase the rotation of the collection
2. Develop traveling exhibitions and interactive experiences
3. Ensure that permanent works of art are commissioned in rural communities and the Neighbor Islands
4. Develop and conduct Request for Proposal grant process for the Temporary Assistance for Needy Families' funds to ensure funds target underserved communities and organizations
5. Conduct an open call for Requests for Proposals specifically targeting Neighbor Islands and underserved communities
6. Digitize collections and program information, with web access
7. Create a cultural community scanning program to better understand their needs and opportunities

C. Goal #3 – To focus on encouraging and enhancing Native Hawaiian culture and arts, artists and practitioners

1. Establish practical partnerships that extend the scope and reach of core programming
2. Focus and strengthen public support for indigenous culture and the arts and indigenous artists and cultural practitioners
3. Seek opportunities to purchase relocatable works of art
4. Sponsor regular indigenous art exhibits at HiSAM

     5. Develop economic opportunities for traditional artists and practitioners as part of HiSAM and HSFCA programs and venues

     6. Develop and establish criteria for identifying master artists of traditional art forms

     7. Celebrate the 25th anniversary of the HSFCA Folk Arts Program (2009) through related exhibit, artist gatherings and public events

D.   Goal #4 – To increase opportunities for arts education and experiences, especially for Pre-K-12 grade level students

     1. Continue, expand, improve professional development opportunities for teachers and artists

     2. Further develop and evaluate the quality of the Artists in the Schools Program

     3. Increase opportunities for Artists in the Schools on the Neighbor Islands

     4. Promote and increase opportunities to work with and through the ARTS FIRST Partnership

     5. Explore ways to link compatible programs with arts education focus – e.g., developing a folk arts' teachers and practitioners roster for the schools

E.   Goal #5 – To develop the Hawaii State Art Museum as "the people's museum" and fulfill its potential in furtherance of HSFCA's mission and priorities

     1. Increase attendance and participation in HiSAM activities with the goal of matching attendance levels of comparable museums by 2012

     2. Extend the resources and brand of HiSAM to the Neighbor Islands through traveling exhibits and interactive experiences

     3. Develop and implement a staffing, volunteer and program plan in coordination with Friends of HiSAM to meet program and participation targets

     4. Develop a facilities master plan, integrating exhibition, educational, experiential and support needs

     5. Develop the public's virtual access to exhibits, programs, and educational information

     6. Implement multi-year plan for private, corporate and foundation funding support through the Friends of HiSAM

III.   Action Plan with Timetable

A.   The following reflects past year accomplishments and projected accomplishments for FY2012 to the SFCA's Strategic Plan (Note: Given major cuts in staffing in FY 2010, the agency convened a transition plan to prioritize tasks and projects in FY 2011. A series of meetings concluded in May 2011 to assess our effectiveness in accomplishing strategic plan objectives in FY 2011 and to review the need to possibly realign objectives and action steps.)

     1.   Goal #1 – To develop and provide resources, leadership, advocacy and awareness in support of culture and the arts in Hawaii.

         a.   Past Year Accomplishments: Continued partnerships with local, regional and national arts organizations to strengthen the national arts network. Maintained federal partnership grant from National Endowment for the Arts (NEA) at $758,400. Represented HSFCA at national and western region leadership meetings. Continuing to build online application programs with help from Western States Arts Federation (WESTAF). Subscribed to economic data research project by WESTAF to inform reports and funding proposals submitted on behalf of the agency. Awarded 115 grants through the Biennium Grants Program at $1,300,000. Completed Artist in Residence projects at Kapolei High School and Keoneula and Mililani-Ike Elementary Schools. Began work on Sculpture Garden at No. 1 Capitol District. IT accomplishments include continued linking State Collection to custom Pearl database, composing virtual tours of exhibits in the Hawaii State Art Museum, continuing with digitization of collection. Mounted 2 new exhibits in HiSAM. Conducting and training in emergency procedures for artworks. Rotated artworks at State Capitol and selected neighbor islands. Accepted reappointment to WESTAF's Multicultural Advisory Committee. Continued publications, published monthly E-newsletter and launched new agency website after hackers infiltrated and damaged website in June 2011.

         b.   One Year (FY2012): Continue partnerships with local, regional and national arts organizations to strengthen the national arts network. Increase federal partnership grant from National Endowment for the Arts (NEA). Represent HSFCA at national and western region leadership meetings. Continue to build online programs with help from

WESTAF. Award grants through the Biennium Grants Program with new funding source from Transient Accommodations Tax (TAT). Complete work of Sculpture Garden. Complete Artist in Residence projects at Nanaikapono and Pomaikai Elementary Schools. Continue linking State Collection to custom Pearl database, composing virtual tours of exhibits in the Hawaii State Art Museum and digitization of collection. Mount at least 2 new exhibits in HiSAM. Travel exhibit(s) as appropriate. Continue service on WESTAF's Multicultural Advisory Committee. Continue publications, publish monthly E-newsletter and further develop agency's website.

c. Two Years (FY2013): Pending the outcome of transferring the agency to the Department of Business, Economic Development and Tourism (DBEDT), projects and goals listed here may be subject to change. The agency will also embark on developing a new strategic plan effective FY 2014-FY2018. The plan is a requirement to qualify for federal funding. Continue partnerships with local, regional and national arts organizations to strengthen the national arts network. Maintain federal partnership grant from National Endowment for the Arts (NEA). Represent HSFCA at national and western region leadership meetings. Complete commissions at UH West Oahu Campus ($300,000), Manoa Public Library ($150,000), Kaua'i Community College ($100,000) and UH Cancer Research Center ($150,000). Complete Artist in Residence projects at Kipapa, Mokapu and Ka'u/Pahala Elementary Schools, Maui-Waena Intermediate and Ka'u/Pahala High School. Continue to build online programs with help from WESTAF. Award grants through the Biennium Grants Program. Continue linking State Collection to custom Pearl database, composing virtual tours of exhibits in the Hawaii State Art Museum and digitization of collection. Mount at least 2 new exhibits in HiSAM. Travel exhibit(s) as appropriate. Continue publications, publish monthly E-newsletter and further develop agency's website.

d. Five Years (FY 2016): The agency's new strategic plan (effective FY 2014-2018) will be in mid-implementation phase. The agency's infrastructure, operations, and

programming may take on new directions, which will be delineated with statewide input in the new plan.

2. Goal #2 – To increase access to culture and the arts, especially to Neighbor Island and underserved communities.

   a. Past Year Accomplishments: Conducted acquisition reviews statewide; Performed conservation and maintenance of 36 commissioned works of art statewide. Continued E-newsletter to reach audiences via Internet. Conducted statewide grants workshops and recruited 2 to 4 neighbor island panelists for each of 5 grants review panels. Revised grants guidelines to allow for more focused funding. Continued supporting the UH Statewide Cultural Extension Program (SCEP). Conducted Poetry Out Loud statewide competition ($20,000). Continued partnership with DOE and Hawaii Community Foundation to provide $430,000 to Artists in the Schools Program statewide. Developed partnership with Very Special Arts Hawaii and continued attending DCAB meetings.

   b. One Year: Conduct acquisition reviews statewide. Perform conservation and maintenance of commissioned works of art statewide. Continue E-newsletter to reach audiences via Internet. Continue supporting the UH Statewide Cultural Extension Program (SCEP). Conduct Poetry Out Loud statewide competition ($20,000). Continue partnership with DOE and Hawaii Community Foundation to provide $430,000 to Artists in the Schools Program statewide. Continue attending DCAB meetings.

   c. Two Years: Conduct acquisition reviews statewide. Perform conservation and maintenance of commissioned works of art statewide. Continue E-newsletter to reach audiences via Internet. Continue supporting the UH Statewide Cultural Extension Program (SCEP). Conduct Poetry Out Loud statewide competition ($20,000). Continue partnership with DOE and Hawaii Community Foundation to provide $430,000 to Artists in the Schools Program statewide. Convene at least one Commission meeting in rural Oahu or neighbor island venue. Continue attending DCAB meetings.

        d.   Five Years (FY 2016): The agency's new strategic plan (effective FY 2014-2018) will be in mid-implementation phase. The agency's infrastructure, operations, and programming may take on new directions, which will be delineated with statewide input in the new plan.

3.   Goal #3 – To focus on encouraging and enhancing Native Hawaiian culture and arts, artists and practitioners.

        a.   Past Year Accomplishments: Toured "Ho'oulu: The Inspiration of Hula" to the Maui Arts and Cultural Center in November 2010. Concluded 8 Folk Arts Apprenticeships at $40,000 for second year of studies. Provided funding for 10 new folk arts apprenticeships in the traditional arts of Hawai'i and the Pacific; continued supporting effort to establish the Museum of Hawaiian Music and Dance. Implemented second year of funding for "Ka Hana Kapa." A project with Halau o Kekuhi displaying kapa costumes at the 2011 Merrie Monarch Festival. Launched new project with NEA funding: "Hawaiian Performing Arts Youth Outreach," involving Na'alehu Theatre, 12 Hawaiian performing artists and more than 3,000 predominantly Hawaiian youth and family members. Project cost: $38,000.

        b.   One Year: Begin 10 new Folk Arts Apprenticeships at $60,000 for two years of study in the traditional arts of Hawaii and/or the Pacific. Continue supporting effort to establish the Museum of Hawaiian Music and Dance. Third and final year of "Ka Hana Kapa" project with the completion of a video documentary of the project. Launch new program, "Folk & Traditional Arts Learning Grants" for youth. Two grants to be awarded; budget $20,000. Continue new project with NEA funding: "Hawaiian Performing Arts Youth Outreach," with increased funds at $50,000.

        c.   Two Years: Second year of Folk Arts Apprenticeships in the traditional arts of Hawaii and/or the Pacific. Continue supporting effort to establish the Museum of Hawaiian Music and Dance. Possible promotion of "Ka Hana Kapa" video documentary of the project. Continue Folk &

Traditional Arts Learning grants for youth. Two grants to be awarded; budget $20,000. Continue new project with NEA funding: "Hawaiian Performing Arts Youth Outreach," with increased funds at $50,000.

d.   Five Years: The agency's new strategic plan (effective FY 2014-2018) will be in mid-implementation phase. The agency's infrastructure, operations, and programming may take on new directions, which will be delineated with statewide input in the new plan.

4.   Goal #4 – To increase opportunities for arts education and experiences, especially for pre-K-12 grade level students.

a.   Past Year Accomplishments: Implemented four ARTS FIRST initiatives including drama mentorship, professional development for teaching artists and teachers and conducting summer institutes for teachers on Oʻahu and Maui. Continued Artists in the Schools Program ($430,000). Continued Art Bento- hands-on art exercises for students with HiSAM tours; continued Second Saturdays for families and children that provide hands-on intergenerational art workshops in HiSAM; continue museum tours for school children statewide.

b.   One Year: Implement four ARTS FIRST initiatives including drama mentorship, professional development for teaching artists and teachers and conducting summer institutes for teachers on Oahu and Maui. Continue Artists in the Schools Program ($430,000). Continue Art Bento- hands-on art exercises for students with HiSAM tours; continue Second Saturdays for families and children that provide hands-on intergenerational art workshops in HiSAM; continue museum tours for school children statewide.

c.   Two Years: Implement four ARTS FIRST initiatives including drama mentorship, professional development for teaching artists and teachers and conducting summer institutes for teachers on Oahu and Maui. Continue Artists in the Schools Program ($430,000). Continue Art Bento- hands-on art exercises for students following HiSAM tour;

continue Second Saturdays for families and children that provide hands-on intergenerational art workshops in HiSAM; continue museum tours for school children statewide.

d.   Five Years (FY 2016): The agency's new strategic plan (effective FY 2014-2018) will be in mid-implementation phase. The agency's infrastructure, operations, and programming may take on new directions, which will be delineated with statewide input in the new plan.

5.   Goal #5 – To develop the Hawaii State Art Museum as "the people's museum" and fulfill its potential in furtherance of HSFCA's mission and priorities.

a.   Past Year Accomplishments: Mounted 2 new exhibitions in HiSAM. Continued Art Bento - hands-on art exercises for students following HiSAM tours. Continued Second Saturdays for families and children that provide hands-on intergenerational art workshops in HiSAM. Continued museum tours for school children statewide. Continued First Fridays/Live for the Lawn events. Continued digitizing and documenting State Collection. Performed outreach for HiSAM and the Art in Public Places Program through art acquisition selection visits statewide. Prep for visit of APEC Conference participants in FY 2012.

b.   One Year: Mount 2 new exhibitions in HiSAM. Continue Art Bento - hands-on art exercises for students with HiSAM tours; continue Second Saturdays for families and children that provide hands-on intergenerational art workshops in HiSAM. Continue museum tours for school children statewide. Reestablish First Fridays/Live for the Lawn events. Continue digitizing and documenting State Collection. Perform outreach for HiSAM and the Art in Public Places Program through art acquisition selection visits statewide. Host APEC Conference participants at HiSAM in Fall 2011.

c.   Two Years: Mount 2 new exhibitions in HiSAM. Continue Art Bento - hands-on art exercises for students with HiSAM tours. Continue Second Saturdays for families and children that provide hands-on intergenerational art workshops in

HiSAM. Continue museum tours for school children statewide. Continue First Fridays/Live for the Lawn events. Continue digitizing and documenting State Collection. Perform outreach for HiSAM and the Art in Public Places Program through acquisition selection visits statewide.

d. Five Years (FY 2016): The agency's new strategic plan (effective FY 2014-2018) will be in mid-implementation phase. The agency's infrastructure, operations, and programming may take on new directions, which will be delineated with statewide input in the new plan.

IV. Performance Measures

A. Customer Satisfaction measure – The SFCA Folk Arts Program was reviewed by an advisory committee and recommendations were forwarded to the SFCA Commission. The SFCA grants program is evaluated through panelist evaluations and through continued assessment by the SFCA grants review committee. Final project reports from contracting organizations provide both the SFCA and the NEA with comparative data regarding the effectiveness of grant activities in the community. Grants applications and all contract forms were placed online at our agency's website. Museum exhibitions are evaluated through attendance, independent visual arts reviewers, media coverage, and SFCA debriefings. Arts education activities are reviewed through evaluations from teachers and teaching artists.

B. Program Standard measure – Assessed effectiveness of strategic plan implementation through ongoing benchmarking process. Aligned proposed FY 2012 agency projects and FY2012 grants projects with strategic plan. Assessed competitiveness of federal partnership application. Launched new official logo to brand agency in accordance with a Communications Plan conducted in FY 2009. Worked with Dr. Kim Payton to build an ongoing dialogue concerning the agency's transition with 35% fewer staff and to ensure a cohesive working environment. The agency's much needed reorganization is on hold pending the outcome of the proposed transfer of the agency from DAGS to DBEDT.

C. Cost Effectiveness measure – Continue to provide programs and services capable of reaching a broad-based constituency; assess the amount of staff time involved in providing these services and implementing programs; monitor audience and participant group attendance at SFCA

supported/sponsored events; target specific populations such as immigrant populations, youth/students, and underserved communities. Develop new mechanisms to evaluate cost effectiveness of TAT funds. Subscribed to new WESTAF research project that provides statistical comparisons that reflect the impact of arts spending on state economy.

DEPARTMENT OF ACCOUNTING AND GENERAL SERVICES
ANNUAL REPORT ON GOALS, OBJECTIVES, AND POLICIES

January 2012

Program ID/Title: AGS-889/Spectator Events & Shows/Stadium Authority

Contact Person/Phone: Russell Uchida/483-2753

I.   Goals

A.   Administrative Services Branch

Continuing commitment to cost efficiency, productivity, and customer service.

B.   Engineering and Maintenance Branch

To provide a facility that is safe, clean, and comfortable for conducting sporting and recreational events.

C.   Box Office Branch

Continued effort to improve ticket selling services for the general public, as well as, enhancing internal controls and efficiency of box office operations.

D.   Security Branch

Ensure the safety of licensees, participants, spectators and VIP's; ensure the security of the facility against vandalism, theft, and trespassing; and continue awareness and education of potential criminal and terrorist-type activity.

E.   Events Branch

Continue to provide events in a pleasant, safe, and enjoyable environment.

II.   Objectives and Policies

A.   Administrative Services Branch

1.   Streamlining processes through computerization and automation of program functions to increase productivity and reduce costs.

2. Review Rules and Regulations of the Stadium Authority.

3. Review contracts and bid documents to ensure a balance between revenue maximization and the provision of public service is achieved by the agency.

4. Continuing conversion to paperless/digital office.

B. Engineering and Maintenance Branch

 1. Continuing implementation of repair and maintenance programs and projects to minimize facility deterioration caused by normal wear and aging.

 2. Continuing implementation of capital improvement projects to ensure facility conformance with current health, safety, and operational requirements.

C. Box Office Branch

 1. Continuing implementation of computerization and automation of various daily tasks to increase productivity and reduce costs.

 2. Continuing to update box office policies and procedures.

 3. Increase ticket distribution points and methods by which customers may purchase tickets to increase ticket sales.

D. Security Branch

 1. Improve security and emergency procedures and to include education and training on terrorist-type concerns and emergency preparedness.

 2. Increase awareness of the Americans with Disabilities Act policies to prevent any discriminatory issues from arising.

 3. Train the current contract security on all of the procedures and rules associated with the stadium and additional training in recognizing suspicious persons, vehicles, and items in relationship to terrorism.

 4. Emphasize customer service policies while enforcing the Rules and Regulations of the Stadium Authority.

5. Maintain and improve working relationships, communication, and training with other law enforcement agencies and maintain updated information on Homeland Security and terrorist alerts.

6. Maintain informational relationships with the "street element" to be in position to receive advance notice of potential problems at the stadium to include gang fights, graffiti, theft, vandalism, auto break-ins, etc.

E. Events Branch

1. Continue training of events personnel in customer service.

2. Continue evaluating events personnel to insure they meet the standards of Events Branch.

3. Continue briefing of events personnel before major events to insure information needed to serve our customers are understood by all events personnel.

4. Provide latest safety equipment and training to events personnel.

5. Provide latest communication equipment to events personnel.

6. Improve pre-event planning, operational programs, and critiquing events with licensees to increase attendance and success of events.

7. Continue to improve working relationships with other state, county, and applicable federal agencies.

8. Continue to improve Americans with Disabilities Act (ADA) parking accommodations for applicable patrons.

III. Action Plan with Timetable

A. Administrative Services

1. Past Year Accomplishment

a. Reviewed and completed assessment of program functions to assess feasibility of computerizing program functions. This is an ongoing activity.

b. Reviewed Rules and Regulations of the Stadium Authority. This is an ongoing activity.

    c. Reviewed contracts and bid documents to ensure maximization of revenues to the agency. This is an ongoing process.

    d. Addressed procurement for various priority items.

2.   One Year

The above-mentioned objectives and policies are ongoing projects and will be performed on a continual basis. Special emphasis will be on multi-year contracts which will have to be re-bid.

3.   Two Years

Continue to monitor, implement, and furnish the Stadium with essential technological tools to improve efficiency and marketability of the Stadium as well as its administrative offices.

The above-mentioned objectives and policies are ongoing projects and will be performed on a continual basis.

4.   Five Years

The above-mentioned objectives and policies are ongoing projects and will be monitored and performed on a continuing basis.

B.   Engineering and Maintenance Branch

    a.   Repaired potholes in the parking lots (ongoing)

    b.   Repaired rusted storm drain, sewer and water piping.

    c.   Replaced broken asphalt curbing with concrete curbs in parking areas (ongoing monitoring and repair).

    d.   Repair deteriorated and/or damaged spectator seats (ongoing with implementation in phases).

    e.   Beautification of grounds project initiated. Replanted landscaped areas surrounding sculpture.

    f.   Repaired broken and rusted parking lot lighting (ongoing as needed).

    g.   Repaired spalling in stands and concrete ceiling over North

Tunnel and Deadwood Storage areas. (Note this is an ongoing project.)

2. One Year

   a. Continuing to implement repair and maintenance programs and projects to minimize facility deterioration caused by normal wear and aging.

      1) Throughout the year, assess condition of the facility, and based on this assessment, develop list of repair and maintenance projects.

      2) Replace broken and obsolete equipment and tools with new more energy efficient equipment and tools.

      3) Repair and upgrade Electronic Building Management System to properly diagnose boilers and air-conditioning systems.

      4) Throughout year, perform emergency repairs as needed, and maintenance work to rectify health, safety, and/or operational deficiencies.

      5) Continuing implementation of capital improvement projects needed to ensure safe operation of the facility.

      6) Implement additional capital improvement program requirements, initiate steps to obtain authorizations and budgets to implement needed projects.

   b. Continue to improve landscaping at various locations within the stadium complex.

   c. Complete the next phase to install new seat replacements utilizing special funds approved and appropriated by legislature.

   d. Initiate steps to obtain authorizations and budgets to implement planning, design and construction of new Engineering and Maintenance Management Branch Office and Operations Building.

e.   Coordinate repair and continue liaison activities for the facility with the Department of Accounting and General Services Public Works Division (DAGS-PWD) for the Stadium's capital improvement projects.

3.   Two Years

a.   Continue to oversee the upkeep and maintenance of the field turf system.

b.   Continue to identify worn and obsolete equipment and tools and where possible replace with new more energy efficient, safe, and proper working tools.

c.   Coordinate with DAGS-PWD to identify, support, and obtain an allocation for general obligation funding from the State Legislature for various capital improvement projects.

d.   Implement repair and maintenance programs and projects to minimize facility deterioration caused by normal wear and aging.

4.   Five Years

a.   Complete construction on a new Engineering and Maintenance Management Branch Office and Operations Building.

b.   Coordinate and liaison with DAGS – PWD to address capital improvement projects.

Monitor and coordinate the repair and maintenance programs and projects to minimize facility deterioration caused by normal wear and aging.

C.   Box Office Branch

1.   Past Year Accomplishment

a.   Presently sharing in the use of the University of Hawaii's computerized ticketing system. This has improved ticket selling services for the general public and tightens internal controls and efficiency of box office operations. Scanning of tickets has strengthened security measures to detect counterfeit and duplicate tickets.

b.   Have automated various daily tasks.

c.   Box office policies and procedures have been updated to reflect changes in procedures with the University of Hawaii's computerized ticketing system.

d.   Continued use of University of Hawaii's outlets and the introduction of on-line ticketing services have provided the general public various options in purchasing tickets. The system has proven to eliminate long lines to purchase tickets by providing the "print-at-home" option. Scanning of tickets at most entry gates has also proven to move people into the stands at a quicker pace.

e.   Continued printing of all parking passes internally for the 2011 UH football season with barcode scanning capabilities. This has helped to improve and strengthen internal parking controls and has decreased the possibility of duplicate parking passes. This has also reduced the preparation and printing costs of parking passes for the stadium as well as the Licensee.

f.   Spearheaded the ordering and replacement of staff computers at facility.

2.   One Year

    a. Computerization and automation of various daily tasks to increase productivity and reduce costs.

        1)   Continuing to review and analyze various daily tasks within the next six months.

        2)   Will continue to recommend to stadium management how various daily tasks can be improved and/or enhanced.

    b. Continue to update box office policies and procedures. Update policies and procedures within the next year to reflect changes in using UH's computerized ticketing system.

    c. Increase ticket distribution points and methods by which customers may purchase tickets to increase ticket sales.

D.   Security Branch

Projects are ongoing and continuous.

1.   Past Year Accomplishment

   a.   Met and trained with various agencies to address homeland security concerns, emergency preparedness, and interoperability communications.

   b.   Developed and maintained contacts with various federal, state, and county agencies to include names and communication access to improve facility security and disaster response.

   c.   Evaluated and revised Emergency and Evacuation Procedures.

   d.   Installed additional security surveillance cameras.

   e.   Improved radio communications. Programmed interoperability of share channels to allow communication with other federal, state, and county agencies during emergencies.

   f.   Computerization and automation of various daily tasks and report forms to increase productivity and reduce costs.

2.   One Year

   a.   Continue to review and analyze access control points and operations and procedures to improve security during event and non-event hours. If funding available, implement installation of access control devices.

   b.   Review placement of security cameras and, subject to available funding, implement expanded camera network system for other key entry and vantage point areas.

3.   Two Years

   a.   Given adequate budget funding, continue to develop surveillance camera system network and installation of access control devices for key entry and vantage points. Evaluate previous year outcomes and adjust goals and objectives as is necessary.

   b.   Given adequate budget funding, renovation or construction improvement of the security office area. Evaluate previous year and adjust goals and objectives as is necessary.

4. Five Years

Installation of a Command Center Module to monitor all activities at facility and to provide an area to consolidate emergency response personnel and stadium security. Evaluate previous year and adjust goals and objectives as is necessary.

E. Events Branch

1. Past Year Accomplishment

a. Reviewed and augmented briefing program for parking attendants, ushers, and scoreboard personnel.

b. Reviewed and assessed safety programs at venue.

c. Produced additional Public Service Announcements for PA Announcers and Scoreboard.

d. Planned and/or operated successful events this past year with the NFL, UH, Sheraton Hawaii Bowl, ILH, OIA, HHSAA, and many other licensees.

e. Revised Employee & Policy handbook.

f. Trained events personnel on Emergency and Evacuation Procedures.

g. Reviewed program functions that were manually accomplished, automated functions where possible and as budget permitted.

h. Where applicable, provided training for non-events staff in customer service and assistance.

i. Assisted Security Branch in installing additional security cameras.

j. Implemented new parking procedures for the Lower and Upper Halawa Lots.

k. Assisted UH in implementing a secret guest program to recognize employees for their outstanding customer service.

l.   Continue to implement new parking pass procedures for UH football.

m.   Continue to install new and replacement scoreboard equipment.

n.   Assisted UH with a student parking plan for UH football games.

2.   **One Year**

a.   Continue review of existing and available equipment to improve the efficiency of Events Branch.

b.   Continue to train events personnel in customer service and assistance. Where applicable, extend training to entire stadium staff.

c.   Continue to plan and operate events at Aloha Stadium with licensees and enhance relationships with licensees.

d.   Continue to revise and upgrade Employee & Policy handbook.

e.   To ensure the safety of the public, participants and staff, continue to review, refine, and upgrade Emergency Response Plan and Evacuation Procedures.

f.   Continue to review existing operational procedures for various types of events to enhance service to our licensees while reducing costs to our private sector partners (licensees).

g.   Continue to foster inter-agency cooperation with Department of Transportation, Honolulu Police Department, etc. to enhance service and security for the public and licensees.

3.   **Two Years**

The above-mentioned items are ongoing projects and will be performed on a continual basis.

4.   **Five Years**

The above-mentioned items are ongoing projects and will be performed on a continual basis.

IV.   Performance Measures

    A.   Administrative Services Branch

        1.   Customer Satisfaction Measure

            a.   Review of Rules and Regulations of the Stadium Authority. No new amendment proposed or initiated this year.

            b.   Review of contracts and bid documents to ensure maximizing revenues to the agency.

        2.   Program Standard Measure

Program standards comparable to private sector will be developed and monitored. Areas of concern will be corrected through established response procedures.

        3.   Cost Effectiveness Measure

            a.   Computerization and automation of program functions to increase productivity and reduce costs.

            b.   Review of Rules and Regulations of the Stadium Authority.
            c.   Review of contracts and bid documents to ensure maximizing revenues to the agency.

    B.   Engineering and Maintenance Branch

        1.   Customer Satisfaction Measure

Number of complaints from spectators ranging from broken seats, water roof leaks, backed up plumbing and water puddles on the concourses are consistent with the condition of the aged stadium.

        2.   Program Standard Measure

Staff Standard Operating Procedures (SOP) is to address the issues either real-time and/or within a few days depending on the depth of repairs required. Labor Costs during event mode is a charge back to Licensee. Non-event mode labor costs are part of Legislature allocated Operational Repair and Maintenance fiscal budget.

        3.   Cost Effectiveness Measure

Annual costs will be co-monitored by Administrative Branch, Fiscal Section for any significant variance in expenditures of $100 or more, and will be evaluated and corrective measures, where possible, are implemented.

C.   Box Office Branch

    1.   Customer Satisfaction Measure

    No complaints were received from the public on upgrading of the ticketing system.

    2.   Program Standard Measure

    Service provided is current with industry standards.

    3.   Cost Effectiveness Measure

    Purchase of new computerized ticketing system is costly and no effective measure on benefits is available at this time. However, without this purchase, there would be an appreciable decrease in service to the public.

D.   Security Branch

    1.   Customer Satisfaction Measure

    Number of complaints received from the public regarding security measures were considerably fewer than previous year as the public became more familiar with increased security measures taken as a result of 9-11. Program did not receive any complaints from other agencies regarding joint-task operations.

    2.   Program Standard Measure

    Security services provided to the public are consistent with those for other large public-sector facilities. Input received from other agencies has not indicated any areas lacking in procedures or policies.

    3.   Cost Effectiveness Measure

    There has not been any considerable increase in cost associated with security measures. Most of the costs if any have been passed onto the

licensees as the cost of doing business in a large spectator venue. This is consistent with other large facilities across the nation.

E.   Events Branch

1.   Customer Satisfaction Measure

Positive feedback from customers has outweighed the negative feedback. Fewer complaints received via stadium's "Anonymous Guest Hotline" during stadium events.

2.   Program Standard Measure

None available.

3.   Cost Effectiveness Measure

Training and purchase of equipment has been costly, no effective measurement of benefit is available except for feedback from customers and their attendance to events.